



**The effects of strategic planning on organizational performance: the case of
Bishoftu City Administration**

A thesis submitted in partial fulfillment of the requirements for the degree of
Master of Arts in Public Management and Policy

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Statement of Declaration

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university for academic credit.

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Statement of Certification

This is to certify that Tesema Tuge Work u completed the thesis " The effects of strategic planning on organizational performance: the case of Bishoftu City Administration." The work is unique and appropriate for submission to the Master of Master of Arts in Public Management and Policy.

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I hereby certify that the thesis entitled: “The effects of strategic planning on organizational performance: the case of Bishoftu City Administration” and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Management and Policy complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Abstract

This study investigates the impact of strategic planning on the organizational performance of the Bishoftu City Administration in Ethiopia. The research explores the contributions of strategic formulation, implementation, control & evaluation, management participation, and financial management to organizational performance. A mixed-methods approach was employed, utilizing both descriptive and explanatory research designs. Data were collected through surveys distributed among employees of Bishoftu City Administration and supplemented by document analysis. Regression analysis was conducted to examine the effect of strategic planning variables on organizational performance. Key findings indicate that strategic planning significantly influences organizational performance, with approximately 52.3% of the variability in performance attributed to strategic planning variables. Specifically, management participation and financial management emerged as significant contributors to performance, followed by strategic formulation and control & evaluation. However, strategic implementation did not demonstrate a statistically significant impact on performance. The study highlights the importance of effective strategic planning in enhancing organizational performance. It underscores the need for clear and attainable goals, strong communication, and active management participation in strategic planning processes. Additionally, the findings suggest the importance of continuous evaluation and adaptation of strategies to address uncertainties and challenges. Management participation and financial management significantly influence organizational performance, other areas, such as strategic implementation, may require further refinement. Overall, this research provides valuable insights into the role of strategic planning in organizational performance within the context of Bishoftu City Administration. The findings offer practical implications for improving strategic planning processes and enhancing organizational effectiveness in similar public sector settings.

Keywords: Organizational performance, strategic planning

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List of acronyms

MP: Multiple regression

OP: Organizational performance

SPSS - Statistical package for social science

SP: strategic planning

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Strategic planning is a management technique that helps organizations set future goals and objectives to achieve more stable and predictable growth. Strategic planning also identifies the actions required to reach these goals. In another parlance, it is a methodology by which a specific roadmap is recognized for growing a doable, coherent, and strong business or organization. The concept of strategic planning, on the other hand, is defined as an instrument that allows making long-term plans in consideration of the risks and opportunities faced by the organization and improving efficiency by acting in line with these plans (Hall, 2012).

Strategic planning is a set of concepts, procedures, and tools that organizations use when determining their overall strategic direction and the resources required to achieve strategic objectives (Bryson, 2011). Although aspects of strategic planning are common to all types of organizations, the application of planning processes needs to be carefully tailored to the public sector environment when applied by public service organizations (Bryson, 2011). In particular, public managers have to build on the perspectives and needs of those stakeholders with whom they must cooperate and collaborate to achieve organizational goals (Bryson, Crosby, and Bryson, 2009). Not only is the formal strategic planning undertaken by public service organizations an important indicator of top management's commitment to developing and implementing coherent and comprehensive organizational strategies (Boyne, 2010), but it is also a key means for promoting inclusive public management in a democratic society (Bryson et al, 2009). The more time and effort that is devoted to analyzing the internal and external environment, and developing and evaluating strategic options, the more managers may feel confident that the outcome of that process will be a positive one (Camillus, 1975; Capon, Farley and Hulbert, 1987). As such, the basic assumption underpinning the practice of strategic

planning is that it is rational to invest resources in formulating good plans because this will vastly improve the prospects of implementation success (Mintzberg, 2000), (Khoshtaria, n.d.)

Performance is a multifaceted concept for public government organizations, encompassing the creation of value across several dimensions. These include service effectiveness, operational efficiency, public trust, and community impact. This means that organizations are continuously trading positive outcomes in one dimension for worse outcomes in another and that it is misleading not to take these tradeoffs into account when developing an overall measure of performance. For example, before concluding that a downturn in profitability, as measured by return on investment, is a sign of deteriorating organizational performance, consideration should be given to contemporaneous success in accumulating new resources in the form of capital raised from shareholders. Resource accumulation results in a lower risk-adjusted return on investment; however, it also positions the organization to create value by being more effective with stable resources and promotes the maintenance of market share (Gutterman, 2023).

Organizational performance is the ability of an organization to develop and exploit its resources to achieve its goals effectively and efficiently, Performance has financial, non-financial, and balanced scorecard measures (Umar, 2021).

Let's delve into the effectiveness of strategic planning in organizational performance. On one hand, research by Baker (2003) indicates a positive correlation between strategic planning and firm performance, suggesting that strategic planning can be beneficial. However, there's a contrasting perspective. Indeed, Baker's (2003) study supports the notion that strategic planning enhances performance. The majority of studies confirm that firms engaging in strategic planning tend to outperform those that don't, highlighting its value in aligning organizational goals with actionable steps. While that may be true, it's important to recognize the limitations and criticisms in the literature. Several studies have found no significant relationship between strategic planning and performance, and a few have even reported negative outcomes. This inconsistency calls into question the universal effectiveness of strategic planning. Fair point. Yet, practicing managers continue to rely heavily on strategic planning. Ghobadian et al. (2008) note that despite the slowdown in academic research on the subject, managers still regard it as the most widely used management tool. This practical endorsement suggests that, in the real world, strategic

planning is still considered essential for navigating complex environments. However, the prior research has been criticized for neglecting the role of organizational or contextual factors. Without considering these influences, the conclusions about strategic planning's effectiveness might be overly simplistic. The debate remains open, as we still need a deeper understanding of when and how strategic planning works best. In summary, while there is evidence supporting the positive impact of strategic planning, its overall effectiveness remains debated due to mixed findings and the need to account for organizational context. It's clear that more nuanced research is needed to grasp its role in performance improvement fully.

This study meticulously examined the ramifications of strategic planning on organizational performance within the three core sectors of Bishoftu City Administration: the Bishoftu Revenue Office, the Job Creation and Career Office, and the Bishoftu Municipality Office. The investigation sought to elucidate whether strategic planning exerted a discernible impact on organizational performance within these sectors, employing a rigorous scientific approach bolstered by pertinent statistical methodologies. By subjecting the relationship between strategic planning and organizational performance to empirical scrutiny, this research endeavors to provide a full understanding of the interplay between strategic planning and organizational performance of Bishoftu City Administration, thereby furnishing invaluable insights for informed decision-making within the realms of municipal governance.

1.2 Statement of the Research Problem

Public sector organizations' strategic planning and management are aimed at assessing the organization's potential and defining its long-term goals to make it successful. It is usually necessary to conduct preliminary research and other preparations to prepare for strategic planning that focuses mainly on marketing and financial issues. By conducting strategic management workshops with every executive team member and ensuring their commitment and involvement, it is possible to develop a clear sense of collective responsibility among the executive team members. Preparing a detailed strategic plan can help a firm assess business opportunities, trends, and developments professionally and objectively. As soon as a concise vision statement has been developed, it is usually the next step to conduct an objective, critical,

and realistic assessment of current performance. Identifying and evaluating strategic options for each major element of the business cannot be overstated. (Ben Messaoud, 2022)

The performance of government institutions has always been controversial, as long as the system of collective goods produced by public authorities has existed (Khunoethe et al., 2021)

One of the most enduring objectives of public government organizations is to effectively deliver public services, which depends on how well these organizations perform. Every public entity requires a successful implementation process to meet its mandates and serve the community effectively. Despite having robust strategic planning processes, many public organizations struggle to sustain their operational effectiveness because they lack the necessary mechanisms to translate plans into action (Tekle, 2023). For any leadership team in government, developing a coherent strategy is difficult, but ensuring its effective implementation is even more challenging (Tekle, 2023).

For public sector organizations, managers and leaders in various institutions need to think strategically, learn strategically, and act strategically. Strategic planning is the process of creating plans, assigning tasks, managing personnel, overseeing performance, and coordinating work processes to achieve desired goals. Strategic planning is thought to be crucial for management and organizational success (Tekle, 2023).

Without strategic planning, the performance of the organization is in doubt. The fact that strategic planning helps firms to improve their performance cannot be overemphasized (Ikem et.al, 2020).

To the best of the researcher's knowledge, no prior study has investigated the contribution of strategic planning to organizational performance within the context of Bishoftu Town Administration. Recognizing this gap, the researcher deems it worthwhile to conduct a study in this area. Previous studies by Khoshtaria, T. (n.d.), and Maleka, S. (2014). conducted in the region have predominantly been descriptive and qualitative, lacking the application of inferential statistics to measure the direct impact of strategic planning on organizational performance. In contrast, this study employs a regression model to assess the influence of independent variables on the dependent variable (organizational performance) and utilizes Pearson correlation to explore relationships between these variables.

The gap lies in the lack of empirical research specifically examining the relationship between strategic planning and organizational performance within the context of Bishoftu Town Administration. While previous studies have highlighted the importance of strategic planning in both public and private sector organizations, there is a shortage of quantitative analysis focusing on its impact on performance metrics in this particular administrative setting. Existing research in the region tends to be descriptive and qualitative, lacking the application of inferential statistics to measure the direct effects of strategic planning on organizational outcomes. Therefore, this study seeks to fill this gap by employing a rigorous methodology, including regression analysis and correlation techniques, to explore the contribution of various strategic planning components to organizational performance in Bishoftu Town Administration.

1.3 Research Questions

This study raises the following questions and tries to answer them:

- What are the contributions of strategic planning to the effectiveness of Bishoftu City's administration?
- What are the effects of strategic formulation on the organizational performance of Bishoftu City's Administration?
- What are the effects of strategic implementation on the organizational performance of Bishoftu City's Administration?
- What are the effects of strategic control & evaluation on organizational performance?
What are the effects of management Participation on organizational performance?
- What are the effects of financial management on organizational performance?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to determine the effects of strategic management on organizational performance

1.4.2 Specific Objective

- To investigate the contribution of strategic formulation to organization performance;
- To investigate the contribution of strategic implementation to organization performance;
- To investigate the contribution of strategic control & evaluation to organization performance;
- To examine the contribution of management Participation to organization performance
- To examine the contribution of financial management to organizational performance
- To identify challenges and proposed recommendations

1.5 Significance of the Study

The office was chosen because it represents government offices and the study was beneficial to several parties including managers. The study will help managers identify and use efficient and effective strategic planning drivers to respond to performance challenges or threats. For academicians and research institutions, the study adds to the existing body of academic knowledge in the area of strategic planning in general. It also contributed to academic literature in the fields, and the recommendations of the study assist policymakers as a reference for future policies involving strategic planning in government offices. The findings from the research broadened knowledge in the area of strategic planning and organizational performance and propelled government policymakers to adopt the hypothesized strategic planning. The findings of the study add to the strategic planning literature by uncovering the underlying process through which strategic planning drivers affect the performance of government organizations.

1.6 Scope of the Study

This research examined the impact of strategic management on organizational performance within the Bishoftu city administration. The study specifically focused on three key sectors: the Bishoftu Revenue Office, the Job Creation and Career Office, and the Bishoftu Municipality Office. These offices were chosen deliberately due to constraints in time and budget. The study employed both descriptive and inferential methods, using a questionnaire distributed randomly among employees in these sectors. The scope was limited to the period before Dukam joined Bishoftu, and the research was sectional, and completed within a year.

1.7 Limitations of the Study

Despite the focused approach, this study faced several limitations. The primary limitation was its restricted scope, as it did not encompass all governmental offices within Bishoftu but concentrated only on three selected offices. This constraint might limit the generalizability of the findings to other sectors within the city administration. Additionally, the study faced challenges due to limited access to both older and recent literature on strategic management in the specific context of Bishoftu. These limitations highlight the need for future research to explore a broader range of governmental offices and incorporate more comprehensive literature to build on the findings of this study.

1.8 Organization of the Paper

The final research paper includes five chapters. The first chapter is an introduction, this chapter consists of the background of the study, statement of the problem, research questions, objectives of the study (general and specific objectives), The Significance of the research, the scope of the study, and the limitation of the study. The second chapter is the review of related literature which presents, a theoretical literature review, Empirical literature review, and conceptual framework. Chapter Three research methodology in this chapter includes a description of the study area, research design, unit of analysis, target population, sample size and sampling technique, type and source of data, methods of data collection, and methods of data analysis. Chapter four is all about methodology, the approach the study used, what are the target populations of the study, what sampling method and technique used in the study, datatype used. Finally, the last chapter is chapter five this chapter is all about the conclusion and recommendation of the study.

CHAPTER- TWO

2 Literature Review

2.1 Theoretical literature review

Strategic planning

Strategic planning is an organization's process and procedure for defining its strategy, authenticating and establishing direction, and making decisions on allocating its resources for enhanced organizational performance, and consists of analysis, formulation; implementation, and evaluation. It is also the fit between an organization and its environment as well as the gap between where the organization is, and where it wants to go. A good strategic plan should ascertain better organizational performance, and small and medium enterprises (SMEs) that engage in strategic planning, are more likely to improve their performance. Hence, to outperform its rivals, an organization has to use suitable strategies. However, key challenges of strategic planning are the lack of accountability, commitment, justification of the strategic planning; inappropriate composition of the strategic planning team; time limitation; insufficient training; and budget constraints. Although strategic planning is a useful field of interest for many practitioners and researchers. it has been severely criticized Bryson, J. M. (2018).

These dimensions and measures are frequently encountered in strategic planning studies: Goal setting, environmental analysis, and strategy formulation, managerial factors, organizational factors, strategic intent, and objective setting, strategic orientation, functional integration, strategic control, and management participation, environmental scanning, strategy formulation, strategy implementation, and strategy evaluation, mission and vision, environmental scanning, employee participation, time horizon, implementation incentives, evaluation and control, the formality of strategic planning and information about the environment, internal orientation, external orientation, functional integration, key personnel involvement in planning, use of planning techniques, creativity in planning, focus on control, and mission statement, tendency analysis, competition analysis, long-term annual goals, action plans, and liquidity Dess, G. G., Lumpkin, G. T., & Eisner, A. B. (2018).

A strategic plan is a document that establishes the direction of an organization, and should have a vision statement defining the future position of the organization; a mission statement signifying the motive for the existence of the organization; a values statement including core beliefs, honesty, integrity, openness, and impartiality; a long-term goal, which represent the desired strategic positions at a given time in the future; a yearly objective, where each long-term goal is divided into a few one-year objectives, should be specific, measurable, achievable, realistic, and time-based (SMART); and an action plan, which involves a detailed description of the required works (Umar, 2021).

Defining Strategic Planning

Several definitions of strategic planning have been advanced by management experts in the management science literature. One of the earliest definitions is provided by Drucker (1954), who described strategic planning as management by plans, an analytical process focused on making optimal strategic decisions. Ansoff (1970) conceptualizes strategic planning as the process of seeking a better match between a firm's products or technology and its increasingly turbulent markets. This definition emphasizes the transition from a familiar environment to an unfamiliar world of strange technologies, new competitors, evolving consumer attitudes, new dimensions of social control, and a reexamination of the firm's societal role. Similarly, Hofer and Schendel (1978) define strategic planning as an evaluation of managerial responses to environmental change, focusing on integrating strategy and structure, fostering production innovation, multinational expansion, and diversification.

Wendy (1997) explained strategic planning as the process of developing and maintaining consistency between an organization's objectives and resources and its changing opportunities. Wendy further argues that strategic planning aims to define and document a business approach that leads to satisfactory profits and growth. According to Steiner (1979), strategic planning is the systematic and formalized effort of a company to establish its purposes, objectives, policies, and strategies, and to develop detailed plans to implement these strategies. Adeleke (2001) describes strategic planning as an organization's process of defining its strategy or direction and making decisions on allocating resources, including capital and personnel, to pursue this strategy.

Strategic Planning

Strategic planning is defined as the process of creating and maintaining consistency between an organization's goals, resources, and shifting opportunities. This process generally includes setting business objectives, creating a vision, and designing clear plans to achieve these goals. It also involves environmental scanning, which helps organizations prepare suitable actions based on the gathered information. Key elements of strategic planning include probing questions about the organization's intended direction, its current situation, how it will achieve its goals, and anticipated changes in its environment.

Strategic planning is considered part of the broader discipline of strategic management, implying that the relationships found in strategic management research apply similarly to strategic planning. According to Louw and Venter (2006), strategic planning consists of three main stages: formulation, implementation, and strategy control and evaluation. Strategy formulation involves setting the organization's direction through internal and external environmental analysis. Strategy implementation entails putting the formulated strategies into action, and strategy evaluation and control ensure the strategy remains on course.

One of the critical managerial purposes of strategic planning is to measure organizational performance. Assessing performance, revising environmental changes, and making necessary adjustments are essential parts of the strategic management process. The means of measuring organizational performance remains a debated topic among business consultants and researchers. Some researchers suggest using objective measures, such as financial records (e.g., actual return, gross revenue, return on assets, return on capital invested, and gross inventory revenue), to evaluate performance. In contrast, subjective measures often rely on managers' or owners' perceptions of organizational performance.

Management Participation

Mohammad (2010) refers to participation as a mechanism between workers, to give opportunities for exchanging organizational information. Strategic plan implementation is not a top-down approach. Consequently, the success of any implementation effort depends on the level of involvement of key personnel involvement such as the top and middle level management. Ridwan & Marti (2012) suggested that for strategic planning to be effective and useful, there must be commitment and involvement all over the organization. It is very important to overcome

any inherent problems such as rivalry among divisions, departments, and branches, resistance to change, resource requirement, and resource allocation.

Financial Management

Financial management across levels of government requires mechanisms and processes of coordination that must reflect the aggregate control needs at the central government level. This is a critical element in ensuring good governance as well as efficiency of activities across government tiers. Further, financial management at the local level of government also has relevant implications for overall fiscal stability that concerns the central government.

Financial management is at the core of public sector reforms in most nations around the world. With the growing challenges of budgetary crises, fiscal shocks, and popular demands to improve government services - the need for enhanced financial management techniques is increasingly felt in developing countries and transitioning economies. Financial management entails the development of laws, organizations, and systems to enable sustainable, efficient, effective, and transparent management of public resources. At the basis of financial management lies the core principle of 'financial viability' or 'financial sustainability' (in this chapter the terms financial viability and financial sustainability are used interchangeably). According to this concept, to fulfill its mission in the long run a government should be able to achieve an adequate balance (revenues should be large enough to cover their expenses) as well as adequate liquidity (ability to meet current liabilities when due), without systematically relying on financial support from third parties (i.e. higher levels of government or from the market).¹ Conversely, systematic deficits (revenues lower than expenses) would produce increasing debt and interests, future losses, and negative cash flows. The inability to pay its obligations could hinder government access to the financial market. In the long run, recurring deficits and increasing debt require a bailout by upper levels of government or by supranational institutions. The principle of financial viability points out the issue of financial autonomy of government entities i.e. the fiscal system (e.g. the allocation of taxing authority across levels of government) must ensure tax power and fiscal resources are in line with activities and responsibilities. Otherwise, lower tiers of government may have the incentive to overspend for those local activities financed by central transfers rather than by local tax autonomy (e.g. health and transportation). In general, decentralized or federal countries, where subnational governments have substantial fiscal autonomy, are expected to be

more exposed to deficit bias than centralized systems, thereby making the context for financial coordination rules. To secure the financial viability of government layers permanently, a financial governance and control system is needed at the national and sub-national levels. This system is fundamentally based on financial rules and targets that set financial requirements on the government budget, such as the deficit, borrowing, debt, or a major component thereof. When rules have been adopted, the budget must be prepared and executed according to these rules.

In a business enterprise, effective management of finances aids the achievement of business objectives. Similarly, sound public financial management is critical to the achievement of the aims of the public sector through its role in improving the quality of public service outcomes; operational and strategic decision-making; long-term sustainability of public services; building public trust in the performance of the sector; and ensuring the efficient and effective use of public funds. Optimal public financial management would additionally display flexibility that allows the targeted sectors to adjust easily and in the desired manner to the public sector-induced changes. ACCA has identified four key objectives that effective public financial management should cover:

- aggregate financial management - fiscal sustainability, resource mobilization, and allocation
- operational management - performance, value for money, and strategic financial planning and management
- governance - transparency and accountability
- Fiduciary risk management - controls, compliance, and oversight (Parry 2010)

Organizational performance

Organizational performance has been the most important consideration for every organization, be it a for-profit or non-profit organization. Managers need to know which factors influence an organization's performance for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it

continues to be a contentious issue. organizational performance is the organization's ability to attain its goals by using resources efficiently and effectively. organizational performance is the ability of the organization to achieve its goals and objectives. organizational performance is the degree of attainment of the work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. organizational performance is the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Evangeline Nneji et al., n.d.).

Organizational performance is the organization's ability to attain its goals by using resources efficiently and effectively. Organizations also can achieve their goals and objectives. Organizational performance depends on leaders' mastery to create a cooperative working climate and on their ability to lead a team. Effective results require emotional engagement and empathy from participants in terms of activities performed within a team to provide solutions to issues that need to be resolved as professionally as possible. Organizational performance refers to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively in the business market. Individual performance can influence the performance of the entire organization in the short, medium, or long term in a positive or negative direction (UD, DE, & OA, 2019).

Organizational performance comprises the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals, and objectives. organizational performance involves three areas associated with the organization – financial performance (return on investments, profits, etc.), shareholder return (economic value-added, total shareholder, etc.), and product/service market performance (Corina, Ilies, & Roxana, 2007)

The organizational performance concept is founded on the opinion that an organization is a voluntary link of productive assets that includes capital resources, technology, and human resources in order to accomplish a common goal. According to stakeholders' return, market performance, and financial performance all fall under the umbrella of organizational performance. These three areas of organizational outcomes are referred to as "organizational

performance. Organizational performance in healthcare institutions depends more on how the management and staff work together and accomplish their goals and objectives in a coordinated manner than on how well the organization performs financially. An organization's performance is referred to in three-time frames: past, present, and future - all of which are used interchangeably. To put it another way, the term "performance" might refer to a finished task, an ongoing activity, or an effort to anticipate future demands. Although profitability is typically considered the ultimate success measure, it is not the true performance. cycle time, productivity, waste reduction, and regulatory compliance are all examples of standard or prescribed metrics used to assess an organization's effectiveness, efficiency, and environmental responsibility. It's also a measure of how well a given request is handled or the act of performing; doing something well; employing knowledge rather than merely holding it. organizational performance is the outcome of all of the organization's operations and strategies. The cornerstone for developing strategic plans and assessing an organization's accomplishment of objectives and goals is performance measurement systems. Firms that perform well are more likely to remain in business, which can be divided into two categories: financial and business performance. The core of an organization's efficacy is its financial performance. Using accounting-based metrics like ROA, ROS, and ROE, financial success is measured. Market share, performance, diversification, and product development are some of the metrics that are used to measure business performance in the context of the marketplace. the key measures of an organization's performance are its internal business processes and its ability to collect timely and accurate data, as well as its high-quality workforce and working environment. The ability of an organization to acquire and use its limited resources and values as quickly as possible in pursuit of its operational goals is referred to as its organizational performance (Ike Nnia et al., 2023).

2.2 Empirical literature review

The empirical literature review section discusses the studies conducted on the research topic and tries to see it on an international level, African level, and in the Ethiopian context.

The study investigates the impact of strategic planning and innovation on the organizational performance of Dubai Police. Data were collected via a survey questionnaire distributed to the general department of total quality of Dubai Police, with 150 questionnaires distributed and 95

usable responses received for analysis. Statistical analysis, employing the regression approach in SPSS, was conducted to test the hypothesized model of the study. The findings confirm a significant effect of strategic planning and innovation on the organizational performance of Dubai Police. The study discusses further details and implications, offering valuable insights for managers in making informed decisions regarding the implementation of innovation and strategic planning within their organizations. This empirical study contributes to the existing literature by providing unique insights into the relationship between innovation, strategic planning, and organizational performance specific to Dubai Police (Alosani , Yusoff, & Al-Dhaafri, 2019).

A study conducted in Nigeria aims to review the impact of the strategic planning process on organizational performance in the Nigerian public sector. Strategic planning has been reported to enhance organizational performance, operations, and overall effectiveness when used in the private and public sectors for decades. Several research findings indicate that large organizations regularly engage in strategic planning, and the plans developed and implemented have a positive impact on the organization's overall performance and effectiveness. Several findings indicated that strategic planning increases the organization's financial performance and longevity, and hence argued that public organizations should adopt the process of strategic planning. It is, therefore, prudent to determine the overall effectiveness of strategic planning for an organization. Hence, this paper focuses on the review of theory, practice, and the impact of the strategic planning process on organizational performance among public sector organizations in Nigeria.

The purpose of the study is to analyze and describe the strategic planning of elementary schools in the city of Medan Indonesia, in achieving quality education. This research is a type of case study conducted at International Elementary School. The research findings explain that to achieve educational goals, schools carry out strategic planning with the following stages; the internal and external environmental analysis stages, examine the factors that affect the quality of graduates, gather information on current and future school conditions, and evaluate the results of the implementation of programs in the previous period as material for analysis in preparing a strategic plan; the formulation is carried out by the team by adjusting the conditions of the school and taking into account the expectations of stakeholders. At the implementation stage of strategic planning by maximizing resources, maximizing academic and non-academic implementation,

facilities, and infrastructure to support the achievement of superior quality graduates (Syafi'i & et al, 2023).

Strategic planning has been an integral part of organizations and its impact on organization performance has been debated for many years. There are mixed (positive and negative) results for strategic planning and performance relationships whilst most of the studies were done in organizations in developed countries. However recent research studies argue that it is equally important to identify internal and external factors affecting strategic planning and performance relationships as previous research was limited to finding directional relationships. Researchers argue that future research should shift from a focus on “Does planning lead to performance?” to “how, when, and why does strategic planning lead to performance?” Since there are limited strategic planning research studies in the Sri Lankan context, the paper concludes propositions for future research in line with empirical justifications (Syafi'i & et al, 2023)

A study was conducted at ST Mary's University titled the effect of strategic planning on organizational performance in the case of Nib insurance share company, the purpose of the study was to examine the effect of strategic planning on organization performance at Nib Insurance S.C. The study adapts a Descriptive research design and it targets the management and employee staff from different departments. The researcher used a stratified sampling technique and 123 respondents were selected from the Head Office to participate in this study. Primary data was collected from the managers and employees of NIB Insurance SC through structured questionnaires. Out of a total of 123 questionnaires distributed from the 123 questionnaires 49 were filled by managers while 44 were filled and 30 were not filled and returned by the employee. Data was analyzed through descriptive statistics. Findings showed that communication and participation of employees had a positive effect on organizational performance. It was recommended that in the process of designing Strategic Planning, participation of the concerned bodies enhances the pace of improving organizational performance, and top-level management at different departments in the insurance should involve employees to understand and share the organizational value which helps to create a team spirit and shared accountability. Overall, the findings suggest several areas where improvements can be made in the strategic planning process of NIB Insurance Share Company, particularly in terms of communication, goal setting, performance measurement, and employee participation.

Addressing these challenges could enhance organizational performance and effectiveness in achieving strategic objectives

A study conducted at Addis Ababa University investigates the contributions of strategic planning to organizational performances in the selected sectors of Sululta Town. The study has also sorted out the context of strategic planning before its design. In addition, the research investigated the practices and challenges in the course of designing, implementing, and overseeing the plan in the ex-post implementation. To systematically approach the problem. This approach was selected on the ground that it helps the selection of the Case Study approach. To this effect, a case study is chosen as an overall approach for its ability to incorporate qualitative and quantitative methods in the collection and analysis of data that focuses on the various issues of the study. Besides, to meet the objectives of the research, both primary and secondary sources of data were accessed using questionnaires, interviews, and observations. Moreover, from 22 public sector organizations that have implemented strategic planning, 5 sectors were randomly selected from where 37 respondents were selected using simple random sampling and 13 were selected as key informants who were purposely considered. The results show that though there has been a gap to improve, to a better degree there has been awareness creation before the design of Strategic Planning. However, results show that there was a gap in the participating wider level of management and stakeholders in the course of designing the plan. This study also shows that Strategic Planning has resulted in positive changes concerning revenue collection, efficient service delivery, and increased desire for qualified manpower. Finally, the researcher recommends that, in the planning processes to come in the future, the Town Administration should create adequate awareness for both employees and the stakeholders. It is also recommended that good-performing units and employees should be rewarded to motivate the poorly performing ones. Moreover, further research is recommended as strategic planning has multiple dimensions.

Drawing upon the existing literature, it is evident that strategic planning plays a crucial role in organizational sectors. However, within the context of the Bishoftu City Administration, no prior study has specifically investigated the impact of strategic planning on organizational performance. This research aims to address this gap by examining the effects of strategic

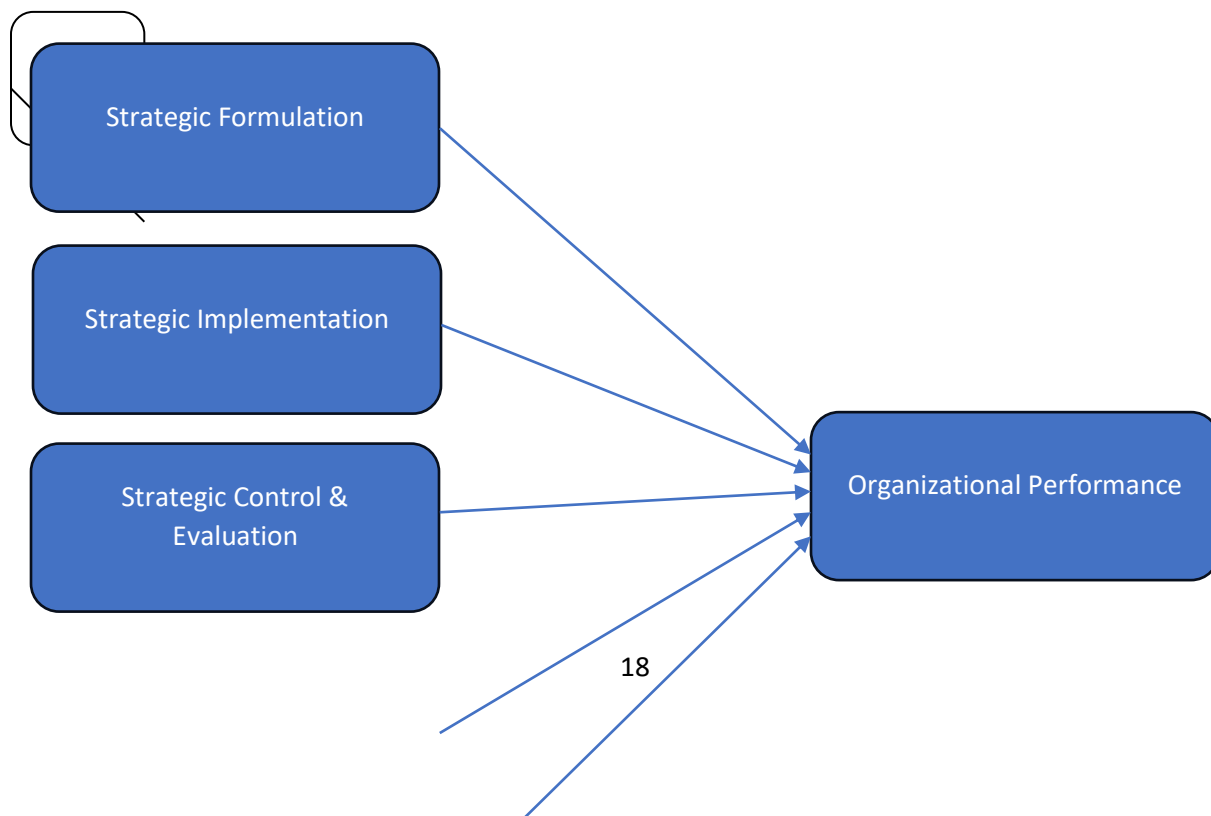
management on performance outcomes. In particular, this study focuses on several independent variables:

- The contribution of strategic formulation to organizational performance.
- The impact of strategic implementation on organizational performance.
- The role of strategic control & evaluation in influencing organizational performance.
- The effect of management participation on overall performance.
- The relationship between financial management practices and organizational performance.

By exploring these variables, this research contributes to filling the gap in the subject matter, providing valuable insights for practitioners and policymakers.

2.3 Conceptual framework

The conceptual framework developed includes independent variables and dependent variables concerning the title of the study. The variables are adopted from the conducted literature review by Mutindi & Uzel, (2015) & Agwata & Kariuki, (2018). The dependent variable of the study is organizational performance and the independent variables of the study are strategic formulation, strategic implementation, strategic control & evaluation, management Participation, and financial management.



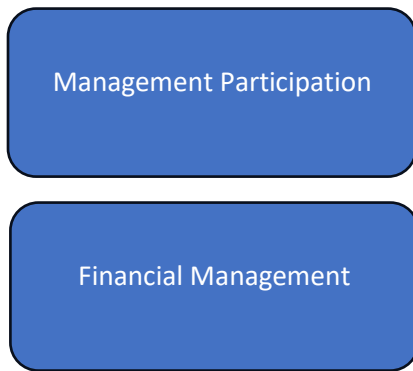


Figure 2.1: Conceptual framework

The conceptual framework is adopted from Mutindi & Uzel, (2015), Agwata & Kariuki, (2018) with the modification of the researcher.

CHAPTER- THREE

3 Research methods

3.1 Research Design

This research applies both descriptive and explanatory research design. This research uses a descriptive research design to describe the effect of strategic planning on organizational performance. The reason for selecting an explanatory research design is to test the relation between the dependent variables and independent variables. The study has five independent variables: strategic formulation, strategic implementation, strategic control and evaluation, management participation, and financial management. The independent variables may affect the dependent variable organizational performance.

3.2 Types and Sources of Data

The study collects primary and secondary data. For collecting primary data, the study creates a questionnaire and distributes it to the employees and management staff by creating a focus group where discussion occurs on the questions on strategic planning and the awareness of strategic

planning. The collected data is the main data for the study. Secondary data is to be collected from various websites where the study does literature reviews and obtained from document analysis of the city’s administration to refer to the strategic plan and get the mission vision statements, objectives, and awareness of the staff on the strategic plan need to be assessed.

3.3 Target population

The target population of the study is employees of the Bishoftu City Administration According to the Bishoftu City Administration human resource department, 411 employees are working in the city administration, and the target population is those 411 employees of Bishoftu City Administration.

3.4 Sampling Size and Sampling Techniques

3.4.1 Sample Size

Sample size determination is an important element in any survey research, although it is a difficult one (Adams. et al., 2007).

The target population for the study comprised employees of the Bishoftu city administration, and the total population is 411 The sample size of employees that were studied was determined by applying the formula developed by (Yamane, 1967). The formula used to calculate sample size is shown below.

$$n = \frac{N}{1 + N(e^2)}$$

n = sample size

N= total population

e = margin of error or error tolerance

with a confidence level of 95%, the error rate is 0.05 or 5%

$$n = \frac{411}{1+411*0.05*0.05} = \frac{411}{2.0275} = 203$$

According to the calculated result above 203 employees of the Bishoftu city administration were selected to conduct this study and 200 questionnaires are filled and returned, which means 98.2% of the questionnaire is collected and entered into the SPSS version 26 software for analysis.

Sampling Technique

Simple random sampling is a fundamental technique utilized in research for its ability to provide unbiased and representative samples from a larger population. By employing random sampling, researchers ensure that every individual or element within the population has an equal chance of being selected for inclusion in the study. This method helps to minimize selection bias and increases the generalizability of research findings to the broader population from which the sample was drawn. Additionally, random sampling allows researchers to estimate parameters of interest, such as population means or proportions, with greater precision and accuracy. Furthermore, random sampling facilitates statistical inference, enabling researchers to make valid and reliable conclusions about the population based on the characteristics of the sample. Overall, the use of random sampling enhances the validity, reliability, and external validity of research studies, thereby strengthening the quality and credibility of research findings. This study employs a simple random sampling technique because the study includes all departments in the Bishoftu City administration.

3.5 Types and Sources of Data

3.5.1 Types of Data

There are two data types namely Quantitative data and Qualitative data. According to Creswell, (1994), Quantitative research is also useful to quantify opinions, attitudes, and behaviors and find out how the whole population feels about certain issues. Quantitative data gathering is concerned with the acquisition and interpretation of data that is presented in the form of discreet units. The data can be compared with other units by using statistical techniques.

Qualitative research was implemented for its advantages as stated (Hailemariam, 2018). It is more appropriate for examining words and ideas rather than counting numbers. a quantitative

research method is one of the methods used to conduct this research. The data type of the study is both qualitative and quantitative, the quantitative data type is collected by distributing Likert scale questions, and the qualitative data is collected from the literature reviewed and by computing descriptive statistics from the collected questioner.

The questionnaire was prepared using a points Likert scale approach. That is from strongly Disagree to strongly Agree. It is designed in a way that is clear, brief, and simple to understand the respondents as well and it is developed in English and back-translated to Amharic and Afan Oromo as most respondents have an understanding of these three languages. The distribution of the questioner is on the preferred language of the respondents, when the researcher distributes the questionnaire first ask the respondents for the language chosen.

3.6 Data Collection Instruments

The questionnaire is considered to be a key tool in collecting data and it is the most widely used tool in social research. To gather direct data, the questionnaire was prepared and managed based on the review of related literature important to the subject of the study.

The researcher prepares questionnaires as a tool to collect primary data. so, the questionnaires are designed to focus on the strategic planning of organizational performance. The questionnaires were distributed to employees based on the sampling technique.

3.7 Methods of Data Analysis and Tools

This study is quantitative, the study uses descriptive and inferential statistics to measure the effects of strategic management on organizational performance. Descriptive study is used not only for descriptive purposes but also for determining the relationship between variables at the point of the investigation, descriptive analysis can create or contribute to the rationale for understanding a study. Hence, in this study, descriptive statistics involved summarizing and describing quantitative information in meaningful ways. In this regard frequency distribution, percentage, cumulative percentage, measures of central tendency (mean), mode, measures of variability (standard deviation), and Pearson correlation analysis were employed, Moreover, multiple regression analysis was used to test the hypothesis with 95% confidence interval and narrative approach also used for condense raw textual data into a brief, summary format.

SPSS (Statistical Package for the Social Sciences) is a popular software tool for statistical analysis, and there are several reasons why it's used for the study: **User-Friendly Interface:** SPSS has a relatively intuitive interface, making it accessible to users who may not have extensive programming experience. This makes it particularly popular in fields where researchers may not have strong backgrounds in statistics or programming. **SPSS (Statistical Package for the Social Sciences)** offers a wide range of statistical tests and procedures that support various levels of data analysis, from basic descriptive statistics to more complex techniques like regression, ANOVA, and factor analysis. These capabilities enable users to conduct comprehensive data preparation, manipulation, and analysis, facilitating robust data insights across diverse fields. It can handle both simple and complex analyses, making it versatile for various research needs. **Data Management Capabilities:** SPSS provides tools for data management, manipulation, and transformation. Researchers can easily import, clean, and organize their data within the software, saving time and effort compared to manual methods. **Graphical Visualization:** SPSS allows users to create various types of charts, graphs, and plots to visually explore and present their data. This feature is valuable for understanding patterns and relationships within the data and communicating findings effectively. **Integration with Other Software:** SPSS can integrate with other software packages, such as Microsoft Excel and database systems like SQL, facilitating data exchange and analysis across different platforms. **Support and Documentation:** SPSS is supported by IBM, which provides extensive documentation, tutorials, and online resources to help users learn the software and troubleshoot issues. **Widespread Use and Acceptance:** SPSS has been widely used in academic research, business analytics, and various other fields for decades. Its widespread use means that many researchers are already familiar with it, and it's often a requirement or preferred tool for collaborative projects or publications. Overall, SPSS offers a combination of a user-friendly interface, comprehensive statistical capabilities, data management features, and support resources, making it a popular choice for statistical analysis in various domains.

3.7.1 Descriptive analysis

Descriptive statistics are used to summarize data in an organized manner by describing the relationship between variables in a sample or population. Calculating descriptive statistics represents a vital first step when conducting research and should always occur before making

inferential statistical comparisons. Descriptive statistics include types of variables (nominal, ordinal, interval, and ratio) as well as measures of frequency, central tendency, dispersion/variation, and position (Parampreet, Jill, & Vikas, 2018).

Descriptive statistics are a critical part of initial data analysis and provide the foundation for comparing variables with inferential statistical tests. Therefore, as a component of a positive study practice, one must report the right descriptive statistics using a systematic approach to reduce the chance of offering the wrong results. (Kaur, Stoltzfus, & Yellapu, 2019).

3.7.2 Pearson Correlation analysis

Correlation analysis was used to determine the nature of the relationship between the independent and dependent variables. The study applied Correlation for testing the relationship between the independent variable, and the dependent variable.

Correlation in the broadest sense is a measure of an association between variables. In correlated data, the change in the magnitude of 1 variable is associated with a change in the magnitude of another variable, either in the same (positive correlation) or in the opposite (negative correlation) direction. Most often, the term correlation is used in the context of a linear relationship between 2 continuous variables and expressed as Pearson product-moment correlation.

Correlation analysis is used to measure the strength and direction of the relationship between two continuous variables. This study used correlation to measure the relationship between strategic planning and organizational performance. Correlation provides a numerical measure called the correlation coefficient, which ranges from -1 to 1. A correlation coefficient close to 1 indicates a strong positive relationship, close to -1 indicates a strong negative relationship, and close to 0 indicates little to no relationship. Correlation analysis is useful for exploring associations between variables, identifying patterns, and determining whether variables are related before conducting more advanced analyses. However, correlation does not imply causation, meaning that even if two variables are strongly correlated, it does not necessarily mean that changes in one variable cause changes in the other.

correlation, linear regression, and multiple linear regression are valuable tools for exploring relationships between variables, making predictions, and understanding the underlying patterns in data, each serving specific purposes based on the research questions and data characteristics.

this study uses correlation to know the relationship between strategic planning and organizational performance and uses linear and multiple regression to measure the effect of strategic planning and organizational performance.

3.7.3 Multiple Linear Regression Analysis

It appears that few researchers employ other methods to obtain a fuller understanding of what and how independent variables contribute to a regression equation. Thus, this paper presents a guidebook of variable importance measures that inform MR results, linking measures to a theoretical framework that demonstrates the complementary roles they play when interpreting regression findings. We also provide a data-driven example of how to publish MR results that demonstrates how to present a more complete picture of the contributions variables make to a regression equation. We end with several recommendations for practice regarding how to integrate multiple variable importance measures into MR analyses.

Multiple regression (MR) analyses are commonly employed. It is also common for the interpretation of results to typically reflect overreliance on beta weights (cf. Courville & Thompson, 2001; Nimon, Roberts, & Gavrilova, 2010; Zientek, Capraro, & Capraro, 2008), often resulting in very limited interpretations of variable importance. Multiple linear regression, linear regression, and correlation are statistical techniques used to analyze relationships between variables and make predictions. Here's why each of these methods is commonly used: Multiple linear regression extends simple linear regression to model the relationship between a dependent variable and two or more independent variables. It allows for the analysis of more complex relationships by considering the simultaneous effects of multiple predictors on the outcome variable. Multiple linear regression is useful when there are multiple factors influencing the dependent variable, and researchers want to understand how each predictor contributes to the overall variation in the outcome. Like linear regression, multiple linear regression can be used for prediction, hypothesis testing, and identifying significant predictors.

The study applied regression to test the relationship between the independent variable and the dependent variable.

3.8 Validity

Validity relates to whether the findings of the subject matter studied are associated with current business practices. In other words, whether the measurements are measuring what they set out to assess. Since most of the questions are adopted from previous studies, disparities in business environments are part of the reason that some level of deficiency regarding face validity exists. The study adopted the questionnaire that the previous studies and modification is done according to the literature review.

3.9 Reliability

Reliability is the capability of a research instrument in terms of measuring consistently. Cronbach's Alpha functions to determine the internal consistencies of a test or scale. Alpha computed refers to the reliability of a test associated with other tests having identical quantity items and identical constructs that are measured. It is denoted in a value ranging from 0 to 1. (Hair, Black, Babin, & Anderso, 2014) suggested that a Cronbach 's alpha value between 0.6 and 0.9 is acceptable. To improve the reliability of the findings of different data sources, data collection tools are used. The variables are checked by the reliability test in SPSS software before applying the regression.

Table 3.1: Reliability

	Variables	Cronbach's alpha	No of Items
1	SF	.763	5
2	SI	.867	6
3	SCV	.830	5
4	MP	.732	8
	FM	.794	4

5	organizational performance	.766	8
Total reliability		.906	36

According to the table above, all variables' reliability tests exceed 70%, leading us to conclude that the data is reliable.

3.10 Ethical Considerations

In conducting study ethical issues have a vital role. In the study area, the participants were well informed of the nature and the purpose of the research and guaranteed their rights to withdraw from answering any questions if they were not comfortable with it, without repercussions. Therefore, the researcher respects the respondent's rights, and dignity, and promises to preserve confidentiality and anonymity. The data is collected based on the willingness and freedom of participants.

CHAPTER- FOUR

4 Data Analysis and Interpretation

4.1 Introduction

This chapter is focused on the analysis of the data collected. The results of the data are discussed and presented in detail. The general objective of this study is to determine the effects of strategic management on organizational performance.

4.2 Demographic Characteristics of Respondents

The demographic characteristics of the respondents include gender, age, marital status, level of education, current position, and how long have been working in the company. The table below shows the details of the characteristics of respondents and their percentages.

The study distributed 203 questionnaires for Bishoftu City Administration employees and 200 questionnaires were filled and returned, which means 98.2% of the questionnaire was collected and entered into the SPSS version 26 software for analysis.

Table 4.1: Demographic Characteristics of Respondents

Demographic Characteristics					
Gender of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		5	2.5	2.5	2.5
	Male	134	67.0	67.0	69.5
	Female	61	30.5	30.5	100.0
	Total	200	100.0	100.0	
Age of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 -25	4	2.0	2.0	2.0
	26-35	123	61.5	61.5	63.5
	36-45	54	27.0	27.0	90.5
	46-55	19	9.5	9.5	100.0
	Total	200	100.0	100.0	
Marital Status of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	114	57.0	57.0	57.0
	Single	86	43.0	43.0	100.0
	Total	200	100.0	100.0	
Level of Education of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First Degree	106	53.0	55.5	55.5
	Masters	85	42.5	44.5	100.0
	Total	191	95.5	100.0	
Missing	System	9	4.5		
Total		318	200	100.0	
What is your Current Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial level	8	4.0	4.1	4.1

	Supervisor	129	64.5	66.5	70.6
	Line staff	21	10.5	10.8	81.4
	Technical staff	27	13.5	13.9	95.4
	Non-technical staff	9	4.5	4.6	100.0
	Total	194	97.0	100.0	
Missing	System	6	3.0		
Total		200	100.0		
How long have you been working in the company?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 Years	67	33.5	33.5	33.5
	5-10 Years	101	50.5	50.5	84.0
	10-15 Years	19	9.5	9.5	93.5
	Over 15 Years	13	6.5	6.5	100.0
	Total	200	100.0	100.0	

Source: own survey 2024

An analysis of respondent demographics reveals interesting patterns. In terms of gender distribution, male respondents constitute the majority, accounting for 67% of the entire population, while female respondents make up 30.5% of the total sample. This significant gender disparity highlights a predominantly male-dominated respondent base, with females representing a smaller yet notable portion of the demographic.

Examining age groups among the 200 respondents reveals a diverse age distribution. The 18-25 age group represents a small fraction at 2%, indicating limited participation from younger adults. The 26-35 age group is the largest, comprising 61.5%, suggesting a strong presence of early to mid-career professionals. The 36-45 age group accounts for 54%, showing substantial representation from those in their prime working years. The 46-55 age group constitutes 19%, reflecting a significant portion of respondents nearing retirement.

Regarding marital status, a majority of 57% of respondents are married, while 43% are single. This suggests that a significant proportion of the respondents are likely to have family responsibilities, which could influence their work-life balance and job satisfaction.

Educational background analysis indicates that among the respondents, 106 hold first degrees, making up 53% of the entire population, while 85 have master's degrees, constituting 42.5%. This high level of educational attainment underscores the respondents' qualifications and potential for professional growth within their fields.

In terms of occupational roles, the data reveals a varied distribution. Managers make up 4% of the respondents, reflecting a smaller proportion of higher-level leadership roles. Supervisors represent a significant 64.5%, indicating a strong presence of mid-level management. Line staff account for 10.5%, showcasing the contribution of front-line employees. Technical staff comprises 13.5%, highlighting the importance of specialized skills within the organization. Non-technical staff constitute 4.5%, representing a small yet essential part of the workforce.

When considering work experience, the data shows a wide range of tenure among the respondents. 67 employees have less than five years of tenure, indicating a considerable number of relatively new employees. 101 employees have worked for the organization for 5 to 10 years, suggesting a stable core of experienced staff. 19 employees have been with the organization for 10-15 years, and 13 employees have been with the organization for over 15 years, reflecting long-term commitment and loyalty to the organization.

4.3 Descriptive Statistics

To realize the effect of strategic planning on organizational performance descriptive statistics are applied and the output is described as follows.

Descriptive Statistics of Strategic Formulation

Descriptive statistics play a crucial role in analyzing and understanding strategic formulation within strategic planning. Descriptive statistics provide quantitative measures and summaries.

Table 4.2: Descriptive Statistics of Strategic Formulation

Descriptive Statistics of Strategic Formulation					
	N	Minimum	Maximum	Mean	Std. Deviation
Bishoftu City Administration review of organizational mission and Clarification of departmental mandates	200	1	5	2.92	1.019
Bishoftu City administration development of vision statement and development of strategic goals and objectives	200	1	5	2.97	.865
Bishoftu City Administration has done feasibility assessment of proposed strategies and development of action plans	200	1	5	3.29	1.009
Bishoftu City Administration identifies of needs and concerns of various stakeholders (citizens, business leaders, and employees)	200	1	5	3.35	1.026

Bishoftu City Administration identifies clear and attainable goals, the goals include the vision and mission statements, and long-term goals.	200	1	5	3.17	1.060
Grand mean	200			3.1390	.71487

Source: own survey 2024

The descriptive statistics for Strategic Formulation provide valuable insights into the Bishoftu City Administration’s practices. The mean value for reviewing the organizational mission and clarifying departmental mandates is 2.92, indicating a neutral stance among respondents. Similarly, the mean value for developing a vision statement and strategic goals is 2.97, reflecting neutrality. The feasibility assessment of proposed strategies and development of action plans has a mean value of 3.29, with respondents maintaining a neutral perspective. The mean value for identifying stakeholder needs and concerns is 3.35, indicating a neutral stance. The identification of clear and attainable goals has a mean value of 3.17, with respondents again expressing neutrality. Overall, the grand mean value for these aspects is 3.1390, suggesting that respondents generally hold neutral opinions regarding strategic formulation within the Bishoftu City Administration.

In terms of practical applications, the Bishoftu City Administration demonstrates commendable practices in fulfilling its mandated tasks. Continuous investment in employee training and skill development underscores a commitment to growth. The administration maintains strong stakeholder relationships through proactive networking and generosity, contributing to overall organizational success. Proper data-tracking and performance evaluation practices further enhance effectiveness. Descriptive statistics indicate a prevailing neutral sentiment among respondents regarding strategic planning aspects such as organizational mission, vision statement development, feasibility assessment, and stakeholder needs identification. This neutrality extends to strategic formulation and clear goal identification, suggesting a need for further engagement and commitment in strategic planning processes. The strategic implementation approach involves setting clear goals, defining vision and mission statements, establishing long-term

objectives, effective delegation, strong communication, and individual accountability. Collaboration with oversight bodies and adjusting strategies based on external trends also contribute to effectiveness.

Descriptive Statistics of Strategic Implementation

Descriptive statistics are essential in analyzing and understanding strategic implementation within strategic planning. Descriptive statistics provide quantitative measures and summaries that help assess the effectiveness, efficiency, and progress of strategic implementation.

Table 4.3: Descriptive Statistics of Strategic Implementation

Descriptive Statistics of Strategic Implementation					
	N	Minimum	Maximum	Mean	Std. Deviation
Bishoftu City Administration identifies clear and attainable goals, the goals include the vision and mission statements, and long-term goals.	200	1	5	3.61	.826

Bishoftu City Administration determines roles and responsibilities early on, Delegates work effectively and Communicate with the team	200	1	5	3.60	.972
Bishoftu City Administration assigns accountability for achieving goals and implementing plans.	200	1	5	3.66	1.025
Bishoftu City Administration Collaborate with oversight bodies during the strategy implementation process	200	1	5	3.68	.825
Bishoftu City Administration starts with the end in mind, identifies available resources, defines a clear project scope, and shares the project plan with the concerned bodies.	200	1	5	3.69	.892
Bishoftu City Administration adjusts strategy development and implementation processes in line with outside trends and issues.	197	1	5	3.66	.834

Grand mean	197	1.33	5.00	3.6421	.69444
Valid N (listwise)	200				

Source: own survey 2024

The descriptive statistics for Strategic Implementation provide insightful data on the Bishoftu City Administration’s practices. The mean value for identifying clear and attainable goals, including vision and mission statements and long-term goals, is 3.61. This indicates that the majority of respondents agree with the administration’s approach in this regard. For determining roles and responsibilities early, delegating work effectively, and maintaining good communication within the team, the mean value is 3.60, with respondents agreeing with these practices.

Accountability for achieving goals and implementing plans has a mean value of 3.66, indicating most respondents agree with this approach. Collaboration with oversight bodies during the strategy implementation process also receives agreement, with a mean value of 3.69. The administration’s comprehensive strategy for strategic planning and resource allocation, starting with the end in mind, identifying available resources, defining a clear project scope, and sharing the project plan with relevant stakeholders, has a mean value of 3.69, again supported by respondents. Finally, the administration’s adaptive approach to adjusting strategy development and implementation processes in line with external trends and issues has a mean value of 3.66, with respondents agreeing with this practice. The overall grand mean value for these aspects is 3.6421, indicating general agreement with the strategic implementation practices within the Bishoftu City Administration.

Practically, the Bishoftu City Administration demonstrates effective practices in fulfilling its mandated tasks, with continuous investment in employee training and skill development reflecting a commitment to growth. Maintaining strong stakeholder relationships through proactive networking and generosity contributes to overall organizational success. Proper data-tracking and performance evaluation practices further enhance effectiveness.

Descriptive statistics of Strategic Control & Evaluation

Descriptive statistics serve as a valuable tool in analyzing and understanding strategic control & evaluation within strategic planning. Descriptive statistics provide quantitative measures and summaries that help assess the effectiveness, responsiveness, and adaptability of strategic control & evaluation mechanisms, allowing organizations to evaluate their strategic performance and make informed decisions.

Table 4.4: Descriptive Statistics of Strategic Control & Evaluation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Bishoftu City Administration determines the effectiveness of a given strategy in achieving the organizational objectives and taking corrective actions whenever required.	197	1	5	3.59	.913
Bishoftu City Administration formulated contingency strategies and a crisis management team	200	1	5	3.68	.934
Bishoftu City Administration evaluation of external threats and opportunities	197	2	5	3.56	.822
Bishoftu City Administration has continuous evaluation of the strategic planning process	197	1	5	3.57	.875
Bishoftu City Administration continually evaluates the strategy as it is being implemented and takes the necessary steps to adjust the strategy to the new requirements	200	1	5	3.37	1.139
Grand mean	194	1.40	5.00	3.5505	.73352
Valid N (listwise)	200				

Source: own survey 2024

The descriptive statistics for Control & Evaluation provide insights into the Bishoftu City Administration’s practices. The mean value for determining the effectiveness of a given strategy in achieving organizational objectives and taking corrective actions when necessary is 3.59, indicating that the majority of respondents agree with this approach. For formulating contingency strategies and establishing a crisis management team, the mean value is 3.68, again showing respondent agreement. Evaluation of external threats and opportunities has a mean value of 3.56, with respondents agreeing on this aspect. Continuous evaluation of the strategic planning process is supported by respondents with a mean value of 3.57. However, for the practice of continually evaluating the strategy during implementation and adjusting it to meet new requirements, the mean value is 3.37, with respondents remaining neutral on this particular aspect. The overall grand mean value for these aspects is 3.5505, indicating general agreement with the strategic control and evaluation practices within the Bishoftu City Administration.

Practically, the Bishoftu City Administration demonstrates effective practices in fulfilling its mandated tasks, with continuous investment in employee training and skill development reflecting a commitment to growth. Maintaining strong stakeholder relationships through proactive networking and generosity contributes to overall organizational success. Proper data-tracking and performance evaluation practices further enhance effectiveness.

Descriptive Statistics of Management Participation

Descriptive statistics play a pivotal role in evaluating and understanding management participation in strategic planning. Descriptive statistics provide quantitative measures and summaries that help assess the extent.

Table 4.5: Descriptive Statistics of Management Participation

Descriptive Statistics of Management Participation					
	N	Minimum	Maximum	Mean	Std. Deviation
Managers from the department were recruited to participate in the strategic planning process	200	1	5	3.96	.992

Lower-level managers were centrally involved in the development of our strategic plan	200	1	5	3.69	.903
My department utilized the information we gathered from managers to make decisions during the strategic planning process	200	1	5	4.91	.472
Managers have the authority, responsibility, and tools necessary to impact relevant measures in Strategic Planning.	197	1	5	3.60	.901
Managers are responsible for implementing specific initiatives and projects that are part of the strategic plan.	197	1	5	3.43	.827
The management decides who is going to participate in the strategic planning	197	1	5	3.56	.829
The management is going to decide whether the Balanced Scorecard is going to be used or not.	197	1	5	3.44	.816
Grand mean	192	2.50	5.00	3.7448	.50063

Source: own survey 2024

The descriptive statistics for Management Participation are presented in the table above. Let's examine the key findings:

Recruitment of Managers for Strategic Planning: The mean value for managers from the department being recruited to participate in the strategic planning process is 3.96. The majority of respondents agree with involving managers in this crucial process. Involvement of Lower-Level Managers in Strategic Plan Development: Bishoftu City Administration's mean value for lower-level managers being centrally involved in the development of the strategic plan is 3.69. Respondents agree with this inclusive approach. Utilization of Managerial Information for Decision-Making: The mean value for departments utilizing information gathered from managers to make decisions during the strategic planning process is 4.91. Most respondents strongly agree with this practice. Managerial Authority and Responsibility: Bishoftu City Administration's

mean value for managers having the authority, responsibility, and necessary tools to impact relevant measures in strategic planning is 3.60. Respondents support empowering managers in this regard. **Implementation Responsibility:** The mean value for managers being responsible for implementing specific initiatives and projects outlined in the strategic plan is 3.43. Most respondents agree with this allocation of responsibilities. **Management Decision-Making:** The mean value for management deciding who participates in the strategic planning process is 3.56. Once again, respondents agree with this decision-making approach. **Balanced Scorecard Decision:** Finally, the mean value for management deciding whether to use the Balanced Scorecard is 3.44. The majority of respondents agree with management having the authority to make this determination. For instance, when we say the grand mean is 3.7448, it means that on average, the responses across all aspects of management participation in strategic planning tend to center around this value. Individual mean scores higher than 3.7448 indicate that respondents generally agree or perceive positively about those aspects, while mean scores lower than 3.7448 suggest areas where opinions or perceptions may be less favorable or less aligned.

Descriptive Statistics of Financial Management

The table below explores the significance of descriptive statistics in financial management. Descriptive statistics play a crucial role in this process by providing quantitative summaries and measures.

Table 4.6: Descriptive Statistics of Financial Management

Descriptive Statistics of Financial Management					
	N	Minimum	Maximum	Mean	Std. Deviation
Bishoftu City Administration has optimal application and commitment to strategic planning and financial management	200	1	5	3.67	1.018
Bishoftu City Administration has a mechanism for monitoring, and controlling financial management concerning strategic planning	200	1	5	3.52	.946

Bishoftu City Administration protects, and reports on a company's financial resources concerning strategic planning	200	1	5	3.76	.989
Bishoftu City Administration has accountants or finance teams responsible for managing their finances concerning strategic planning	200	1	5	3.73	.976
Grand mean	200	1.25	5.00	3.6700	.77198
Valid N (listwise)	200				

Source: own survey 2024

The descriptive statistics for Financial Management are displayed in the table above. Let's analyze the findings: Optimal Application and Commitment to Strategic Planning: Bishoftu City Administration's mean value for having optimal application and commitment to strategic planning and financial management is 3.67. The majority of respondents agree with the administration's dedication in this area. Monitoring and Control Mechanism: The mean value for Bishoftu City Administration's mechanism for monitoring and controlling financial management concerning strategic planning is 3.52. Respondents agree to this oversight process. Protection and Reporting of Financial Resources: The mean value for Bishoftu City Administration's protection and reporting on the company's financial resources concerning strategic planning is 3.76. Most respondents agree with this responsible approach. Accountants and Finance Teams: Finally, the mean value for Bishoftu City Administration having accountants or finance teams responsible for managing their finances concerning strategic planning is 3.73. The majority of respondents support this organizational structure. The grand mean of 3.6700 indicates the central tendency of the dataset regarding the measures or variables being analyzed. It provides a single point of reference to understand where the overall average lies across all aspects examined. Interpretation of Individual Means: Each mean value calculated within the dataset can be compared against the grand mean of 3.6700. Mean values higher than 3.6700 suggest that respondents generally perceive or agree positively with those specific aspects.

Descriptive statistics of organizational performance

This table explores the significance of descriptive statistics in evaluating organizational performance and discusses common measures and techniques used in descriptive analysis. By summarizing and presenting data in a meaningful manner, descriptive statistics provide a clear snapshot of organizational performance, enabling stakeholders to make informed decisions and identify areas for improvement.

Table 4.7: Descriptive statistics of organizational performance

Descriptive Statistics of organizational performance					
Questions	N	Minimum	Maximum	Mean	Std. Deviation
Bishoftu City Administration is carrying out its Mandated tasks	200	1	5	3.56	.928
Bishoftu City Administration has capacitated itself in human and material resources to be comitative in the administration	200	1	5	3.42	.926
Bishoftu City Administration implements flexible systems throughout the organization by introducing effective systems everywhere in the workplace	200	1	5	3.56	1.050
Bishoftu City Administration continuously invests in training and upgrading skills for employees.	200	1	5	3.53	.982
Bishoftu City Administration monitors the environment consequently and responds adequately to shifts and opportunities in the workplace, by surveying the city to understand the context of the service, identifying trends, and exploring scenarios	200	1	5	3.47	.950
Bishoftu City Administration maintains good and long-term relationships with all stakeholders by networking broadly, being generous to society, and creating mutual, beneficial opportunities and win-win relationships	200	1	5	3.42	.864

Bishoftu City Administration continuously strives to enhance customer value creation by learning what users want, understanding their values, building excellent relationships with them, having direct contact with them, engaging them, being responsive to them, and focusing on continuously enhancing customer value	200	1	5	3.67	1.018
There is a proper data-tracking format to record organizational performance in Bishoftu City Administration	200	1	5	3.57	.922
Grand mean	200	2.00	5.00	3.5244	.58933
Valid N (listwise)	200				

Source: own survey 2024

The descriptive statistics for organizational performance are displayed in the table above. Let's explore the key findings: Carrying Out Mandated Tasks: Bishoftu City Administration's mean value for effectively carrying out its mandated tasks is 3.56. The majority of respondents agree with the administration's performance in this area. Resource Capacitation: The mean value for Bishoftu City Administration's capacity-building in terms of human and material resources is 3.42. Respondents express neutrality regarding this aspect. Flexible Systems Implementation: Bishoftu City Administration's mean value for implementing flexible systems throughout the organization by introducing effective systems everywhere in the workplace is 3.56. Most respondents agree with this adaptive approach. Investment in Employee Skills: The mean value for continuous investment in training and upgrading skills for employees is 3.53. Respondents support this commitment to employee development. Environmental Monitoring and Responsiveness: Bishoftu City Administration's mean value for monitoring the environment and responding adequately to shifts and opportunities is 3.47. Once again, respondents agree with this proactive approach. Stakeholder Relationships: The mean value for maintaining good and long-term relationships with all stakeholders through broad networking, generosity, and mutually beneficial opportunities is 3.42. Most respondents support these relationship-building efforts. Enhancing Customer Value Creation: Finally, the mean value for continuously striving to

enhance customer value creation by understanding user needs, building excellent relationships, and focusing on responsiveness is 3.67. The majority of respondents agree with this customer-centric approach. Data-Tracking Format for Organizational Performance: The mean value for having a proper data-tracking format to record organizational performance in Bishoftu City Administration is 3.57. Respondents remain neutral on this specific aspect. The grand mean indicates that the employees of the Bishoftu administration agree that the organization performs well.

4.4 Inferential Analysis

4.4.1 Correlation Analysis

Correlation analysis is used to measure the strength and direction of the relationship between two continuous variables. It provides a numerical measure called the correlation coefficient, which ranges from -1 to 1. A correlation coefficient close to 1 indicates a strong positive relationship, close to -1 indicates a strong negative relationship, and close to 0 indicates little to no relationship. Correlation analysis is useful for exploring associations between variables, identifying patterns, and determining whether variables are related before conducting more advanced analyses. For interpreting correlation coefficients (r values), the general guidelines categorize the strength of the relationship as follows: values between ± 0.1 and ± 0.29 indicate a low correlation, values between ± 0.3 and ± 0.49 suggest a medium correlation, and values between ± 0.5 and ± 1.0 denote a high correlation. These interpretations help determine the strength and direction of the linear relationship between variables, Schober, P., Boer, C., & Schwarte, L.A. (2018).

Table 4.8: correlation analysis

		Correlations					
		SF	SI	SCV	MP	FM	OP
SF	Pearson Correlation	1	.228	.321	.222	.123	.220
	Sig. (2-tailed)		.001	.000	.002	.082	.002
	N	200	197	194	192	200	197

SI	Pearson Correlation	.228	1	.663	.584	.190	.304
	Sig. (2-tailed)	.001		.000	.000	.007	.000
	N	197	197	194	192	197	194
SCV	Pearson Correlation	.321	.663	1	.779	.238	.357
	Sig. (2-tailed)	.000	.000		.000	.001	.000
	N	194	194	194	192	194	192
MP	Pearson Correlation	.222	.584	.779	1	.247	.557
	Sig. (2-tailed)	.002	.000	.000		.001	.000
	N	192	192	192	192	192	192
FM	Pearson Correlation	.123	.190	.238	.247	1	.555
	Sig. (2-tailed)	.082	.007	.001	.001		.000
	N	200	197	194	192	200	197
OP	Pearson Correlation	.220	.304	.357	.557	.555	1
	Sig. (2-tailed)	.002	.000	.000	.000	.000	
	N	197	194	192	192	197	197
		**. Correlation is significant at the 0.01 level (2-tailed).					

Source: own survey 2024

According to Cohen (1988) suggests the following guidelines regarding correlation coefficient,

What Is a Correlation Coefficient?

A **correlation coefficient** quantifies the strength and direction of the linear relationship between two variables. It provides a numerical value that summarizes how similar or dissimilar the measurements of these variables are across a dataset. The correlation coefficient ranges between **-1** and **1**.

Interpreting the Correlation Coefficient: Perfect Positive Correlation (1):

When one variable changes, the other variables change in the same direction. For example, if the temperature increases, ice cream sales also increase. **Zero Correlation (0)**: There is no relationship between the variables. For instance, the number of shoes a person owns is not

related to their favorite color. **Perfect Negative Correlation (-1):** When one variable changes, the other variables change in the opposite direction. An example would be the relationship between price and demand: as prices rise, demand decreases.

Types of Correlation Coefficients: Pearson's r:

The most common measure of linear correlation. It ranges from -1 (perfect negative correlation) to 1 (perfect positive correlation). Used when both variables are continuous and follow a linear pattern. **Spearman's rho:** Non-parametric measure that assesses monotonic relationships (not necessarily linear). Appropriate for ordinal or ranked data. **Other Coefficients:** Various other coefficients exist, such as Kendall's tau and point-biserial correlation. **Using Correlation Coefficients:** Researchers use correlation coefficients to summarize data, Compare results across studies, and Assess practical significance (effect size).

Based on the correlation table provided, we can draw the following conclusions regarding the relationship between different factors and organizational performance:

For Strategic Formulation: The correlation coefficient (r-value) between Strategic Formulation and organizational performance is 0.220. The associated p-value is 0.002, indicating statistical significance. Therefore, there is a significant relationship between Strategic Formulation and organizational performance.

Strategic Implementation: The correlation coefficient between Strategic Implementation style and organizational performance is 0.304. The p-value is 0.000, signifying statistical significance. Thus, there is a significant relationship between Strategic Implementation and organizational performance.

Strategic Control & Evaluation: The correlation coefficient between Strategic Control & Evaluation and organizational performance is 0.357. The p-value is 0.000, confirming statistical significance. Hence, there is a significant relationship between Strategic Control & Evaluation and organizational performance.

Management Participation: The correlation coefficient between Management Participation and organizational performance is 0.557. The p-value is 0.000, indicating statistical significance. Consequently, there is a significant relationship between Management Participation and organizational performance.

Financial Management: The correlation coefficient between Financial Management and organizational performance is 0.555. The p-value is 0.000, signifying statistical significance. Therefore, there is a significant relationship between Financial Management and organizational performance.

The results suggest a strong relationship between strategic planning factors and organizational performance.

4.4.2 Regression analysis

4.4.2.1 Regression assumption

When employing linear regression to model the relationship between a response and a predictor, we rely on several assumptions. These assumptions serve as essential conditions that must be satisfied before we draw inferences based on model estimates or use the model for predictions. One fundamental assumption is that the true relationship between the variables is linear. Additionally, the data points should exhibit symmetric distribution around a diagonal line, maintaining roughly constant variance. By visually inspecting the scatter plot, we can gain insights into the linearity of the relationship.

4.4.3 Linearity

In regression analysis, linearity is one of the key assumptions underlying the model. Linearity assumes that there is a linear relationship between the independent variables (predictors) and the dependent variable (outcome). Violation of the linearity assumption can lead to biased parameter estimates, incorrect standard errors, and unreliable predictions. Therefore, it's important to assess the linearity assumption when fitting a regression model. This can be done through visual inspection of scatterplots of the dependent variable against each independent variable, as well as through diagnostic tests such as residual plots.

If the linearity assumption is violated, transformations of variables or using polynomial terms may be necessary to better capture the underlying relationship between variables. Additionally, more flexible modeling techniques like nonlinear regression or generalized additive models (GAMs) could be considered.

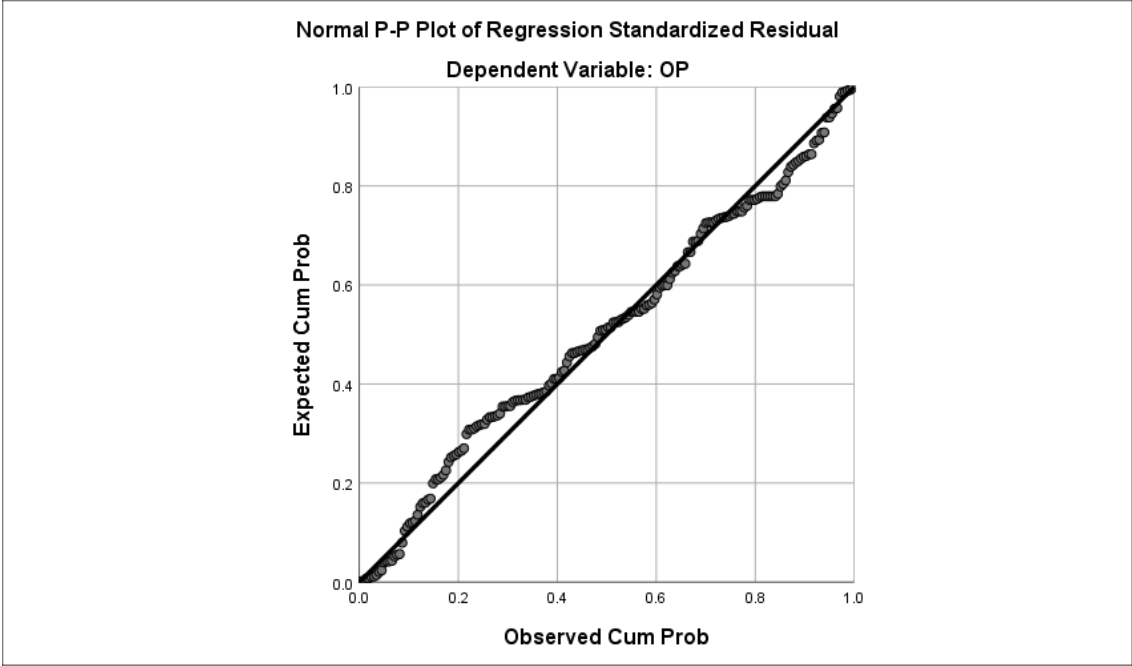


Figure 4.1: Linearity

The data aligns closely with the diagonal line, indicating a linear relationship between the observed results and the predicted values.

4.4.3.1 Normality

Most parametric tests rely on the assumption that data is approximately normally distributed. In a normal distribution, the peak occurs in the middle, and the distribution is symmetrical around the mean. However, it's important to note that data doesn't need to be perfectly normally distributed for these tests to be reliable. This normality assumption is crucial for the validity of many statistical tests, and several methods can be used to assess whether this assumption is met, including visual inspections like histograms and Q-Q plots, as well as formal statistical tests like the Shapiro-Wilk test. When data significantly deviates from normality, it might affect the results

of parametric tests, making non-parametric alternatives more appropriate in such cases (Statology, 2023)

Table 4.9: Normality

Normality					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
-.247	.172	.048	.342	-.247	.172
-.791	.173	.922	.345	-.791	.173
-.304	.175	.196	.347	-.304	.175
-.010	.175	-.365	.349	-.010	.175
-.838	.172	.617	.342	-.838	.172
-.313	.173	-.086	.345	-.313	.173
Valid N (listwise)	192				

Source: own survey 2024

According to Hair, Black, Babin, and Anderson (2010), a sample is considered normally distributed when the absolute skewness value falls between -2 and +2, and the absolute kurtosis value falls between -7 and +7. Based on the results from the table above, there is strong evidence that the sample follows a normal distribution. This conclusion is supported by skewness values within the specified range and kurtosis values that also meet the criteria.

4.4.4 Multiple Linear Regression

In multiple linear regression, the primary objective is to model the relationship between a dependent variable and two or more independent variables. The model summary typically provides key information on the overall fit of the model, the significance of individual predictors, and various other statistical measures. This analysis helps in understanding how multiple factors simultaneously influence the dependent variable and the relative impact of each independent variable. The summary includes metrics such as R-squared, which indicates the proportion of

variance explained by the model, and p-values, which assess the statistical significance of each predictor variable Statistics Solutions. (n.d.).

Table 4.10: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732	.536	.523	2.99172
a. Predictors: (Constant), FM, SF, MP, SI, SCV				
Dependent Variable: OP				

Source: own survey 2024

In the above table, we find information related to the regression model. It includes the following key metrics:

The correlation coefficient (R) of the independent variables with the dependent variable is 0.732, indicating a strong positive relationship and accounting for the intercorrelations among the variables. The R-squared value (R^2) is 0.536, with an Adjusted R-squared value of 0.523, meaning that approximately 52.3% of the variance in the dependent variable (organization performance) is explained by the independent variables, specifically strategic planning.

These metrics provide insights into the relationship between strategic planning and organizational performance.

4.4.5 Anova

In regression analysis, ANOVA (Analysis of Variance) is used to assess the overall significance of the regression model by comparing the fit of the model with the fit of a null model (intercept-only model). ANOVA partitions the total variability in the dependent variable into different sources, including the variability explained by the regression model and the unexplained variability (residuals).

Table 4.11: ANOVA

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1922.313	5	384.463	42.955	.000
	Residual	1664.773	186	8.950		
	Total	3587.086	191			
Dependent Variable: OP						
Predictors: (Constant), FM, SF, MP, SI, SCV						

Source: own survey 2024

The ANOVA (Analysis of Variance) assesses whether the overall model significantly predicts the outcome variable (Field, 2005). It determines whether the model is statistically acceptable, specifically whether the independent variables contribute significantly to predicting the outcome variable. In our case, the ANOVA table yields a significant result with a p-value of 0.000 ($p < 0.05$). This indicates that the regression analysis demonstrates a strong degree of prediction. Additionally, Table 4.11 reveals that the independent variables related to strategic planning significantly predict the dependent variable (organizational performance), with an F-value of 42.955 and a significance level of 0.000. The F-test helps us understand the overall likelihood of the observed relationship between the dependent variable and all independent variables occurring by chance (SPSS, version 26).

4.4.6 Regression Coefficient

In their work, George et al. (2003) emphasize the importance of standardized beta (β) coefficients, which reveal the unique contribution of each factor to the model. A high beta value, coupled with a small p-value (typically 0.05), suggests that a predictor variable has minimal or no significant impact on the model. However, it's crucial to understand that statistical significance doesn't necessarily equate to practical importance or decision-making utility.

The regression coefficient (β) represents the relationship between the independent variables and the dependent variable. A positive sign for the β coefficient indicates a positive relationship between the independent variables (such as strategic planning) and organizational performance.

Table 4.12: Regression Coefficient Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.130	1.888		-.599	.550
	SF	.225	.078	.154	2.872	.005
	SI	-.015	.079	-.013	-.185	.853
	SCV	-.453	.132	-.305	-3.428	.001
	MP	.784	.097	.660	8.121	.000
	FM	.611	.072	.438	8.439	.000

a. Dependent Variable: OP

Source: own survey 2024

The above table provides insights into which independent variables most significantly influence organizational performance. Let's break down the findings:

The analysis reveals that strategic formulation significantly influences organizational performance, indicated by a beta value of 0.225 and a p-value of 0.005. This positive beta value suggests that improvements in strategic formulation are associated with enhanced organizational performance. On the other hand, strategic implementation, with a beta value of -0.15 and a p-value of 0.853, does not show a significant impact. The negative beta value suggests a potential inverse relationship, but its high p-value indicates that this relationship is not statistically significant.

Strategic control and evaluation, characterized by a beta value of -0.453 and a p-value of 0.001, significantly affect performance. The negative beta value implies that overly stringent control and evaluation might hinder performance, suggesting a need for balanced oversight. Management participation, with a beta value of 0.784 and a p-value of 0.000, exerts the strongest influence on performance. This high beta value and low p-value underscore the critical role of active managerial involvement in strategic processes.

Financial management also significantly affects performance, with a beta value of 0.611 and a p-value of 0.000. This positive beta value indicates that effective financial management practices are crucial for organizational success. Among the independent variables, management participation has the greatest impact on performance, followed by financial management, strategic formulation, and strategic control and evaluation. Conversely, strategic implementation remains non-significant in its influence on organizational performance, highlighting the importance of focusing on other strategic areas for performance improvement.

Management participation, financial management, strategic formulation, and strategic control & evaluation significantly contribute to organizational performance, while strategic implementation does not. Based on the unstandardized beta value management participation has a higher value that means compared to the independent variables management participation has a higher degree of effect on the organizational performance and the second highest score belongs to financial management which indicates financial management has a second higher degree effect on the organizational performance. The third score belongs to strategic formulation, and the final score holder is strategic control & evaluation. The strategic implementation score doesn't compare with the other independent variables because it is not statistically significant, which means it doesn't affect organizational performance.

4.5 Discussion

Based on the study findings, several important discussion points emerge. After applying the sampling method to the total population, 203 employees from the Bishoftu City Administration were selected to participate in the study. Of these, 200 questionnaires were completed and returned, resulting in a collection rate of 98.2%. The questionnaire data has been entered into the SPSS software for further investigation. This quantitative study, based on frequency values, reveals that male respondents constitute the majority, accounting for 67% of the entire population, while female respondents make up 30.5% of the total sample. Among the 200 respondents, the 18-25 age group represents 2%, the 26-35 age group is the largest at 61.5%, the 36-45 age group accounts for 54%, and the 46-55 age group constitutes 19%. Additionally, 57% of respondents are married, while 43% are single. Among the respondents, 106 hold first degrees (representing 53% of the entire population), and 85 have master's degrees (constituting 42.5%).

The occupational breakdown shows that managers make up 4% of the respondents, supervisors represent 64.5%, line staff account for 10.5%, technical staff comprise 13.5%, and non-technical staff constitute 4.5%. Furthermore, 67 employees have less than five years of work experience, 101 employees have worked for the organization for 5 to 10 years, 19 employees have been with the organization for 10-15 years, and 13 employees have been with the organization for over 15 years.

Based on the descriptive statistics, the Bishoftu City Administration's review of the organizational mission and clarification of departmental mandates elicited a predominantly neutral opinion from respondents. This neutrality implies that respondents neither strongly agree nor disagree with this aspect. Similarly, when it comes to developing a vision statement and strategic goals, respondents express neutrality. The feasibility assessment of proposed strategies and the development of action plans also evoke neutral views. Furthermore, in identifying the needs and concerns of various stakeholders (including citizens, business leaders, and employees), respondents maintain a neutral stance. Regarding the first independent variable, the identification of clear and attainable goals (including vision and mission statements, as well as long-term goals), the majority of respondents continue to express neutrality on this aspect. Notably, the findings reveal that respondents also hold a neutral stand on the Strategic Formulation independent variable. All questions related to this variable were answered neutrally by the respondents.

For the second independent variable, strategic implementation, the Bishoftu City Administration focuses on several key aspects. These include: Identifying clear and attainable goals, encompassing vision and mission statements as well as long-term objectives. Determining roles and responsibilities early in the process. Delegating work effectively and maintaining strong communication within the team. Holding individuals accountable for achieving goals and implementing plans. Collaborating with oversight bodies during the strategy implementation process. Adopting an approach that begins with the end in mind, identifies available resources, defines a clear project scope, and shares the project plan with relevant stakeholders. Adjusting strategy development and implementation processes in response to external trends and issues.

For the independent variable Strategic Control & Evaluation, the Bishoftu City Administration engages in several critical activities:

- Determining the effectiveness of a given strategy in achieving organizational objectives and promptly taking corrective actions.
- Formulating contingency strategies and establishing a crisis management team.
- Evaluating external threats and opportunities.
- Maintaining continuous evaluation of the strategic planning process.

However, the Bishoftu City Administration's practice of continually evaluating the strategy during implementation and adjusting it to meet new requirements remains uncertain. Respondents expressed neutrality on this matter.

In the context of Management Participation in strategic planning, the involvement of managers from various departments is crucial. These managers actively engage in strategic planning processes. The Bishoftu City Administration places significant value on the central involvement of lower-level managers in the development of the strategy. Furthermore, departments utilize information gathered from managers to inform decision-making during the strategic planning process. The Bishoftu City Administration empowers its managers by granting them the authority, responsibility, and necessary tools to impact relevant measures in strategic planning. As a result, managers are not only responsible for implementing specific initiatives and projects outlined in the strategy but also play a role in decision-making and enrollment. Additionally, management holds the authority to decide whether to use the Balanced Scorecard framework. This decision-making power extends to determining whether or not to incorporate scorecards into the strategic planning process.

In the realm of Financial Management, the Bishoftu City Administration demonstrates optimal application and unwavering commitment to both strategic planning and financial management. The administration has established a robust mechanism for monitoring and controlling financial management within the context of strategic planning. Additionally, the Bishoftu City Administration prioritizes the protection and accurate reporting of the company's financial resources as part of its strategic planning efforts. To ensure effective financial management, the administration relies on dedicated accountants or finance teams responsible for overseeing and managing financial matters related to strategic planning.

The Bishoftu City Administration effectively fulfills its mandated tasks. However, the assessment of capacity-building in terms of human and material resources remains inconclusive due to respondents expressing neutrality on this matter. The administration actively implements flexible systems throughout the organization, introducing effective practices across all workplace areas. Continuous investment in training and skill development for employees is a priority. Additionally, the administration diligently monitors the environment, responding appropriately to shifts and opportunities.

Furthermore, the Bishoftu City Administration maintains strong, long-term relationships with stakeholders through extensive networking, generosity, and mutually beneficial opportunities. The administration consistently strives to enhance customer value creation by understanding user needs, fostering excellent relationships, and prioritizing responsiveness. Notably, the organization employs a proper data-tracking format to record organizational performance. According to the study findings, the organizational performance of the Bishoftu City Administration is in a positive state.

Based on the Pearson correlation findings, several significant relationships emerge between strategic planning components and organizational performance. Specifically: Strategic Formulation, Strategic Implementation, Strategic Control & Evaluation, Management Participation, and Financial Management all exhibit significant associations with organizational performance. Furthermore, the results strongly suggest a positive relationship between strategic planning and organizational performance. According to the Model Summary of Regression, approximately 52.3% of the variance in the dependent variable (organization performance) can be explained by the independent variables related to strategic planning. Additionally, the ANOVA (analysis of variance) output indicates that the observed data does not occur by chance; it adheres to statistical or scientific principles in its generation.

Based on the regression output, several independent variables significantly contribute to organizational performance. These variables include management participation, financial management, strategic formulation, and strategic control & evaluation. However, strategic implementation does not exhibit a significant impact on organizational performance. Analyzing the unstandardized beta values, we observe the following order of influence: Management

participation has the strongest effect on organizational performance. Financial management closely follows as the second most impactful factor. Strategic formulation ranks third in terms of influence. Strategic control & evaluation holds the final position. Notably, the strategic implementation score lacks statistical significance, suggesting that it does not significantly affect organizational performance.

The study findings from the Bishoftu City Administration provide a comprehensive view of strategic planning and its impact on organizational performance, drawing comparisons with other similar studies conducted in different contexts. This research involved 203 employees, with a high response rate of 98.2%. The majority of respondents were male (67%) and between the ages of 26-35 (61.5%). The findings show that strategic formulation, control, evaluation, and financial management significantly contribute to organizational performance, while strategic implementation does not have a significant impact.

Comparing these results with a study on the organizational performance of Dubai Police, which also utilized strategic planning and innovation, both studies highlight the positive impact of strategic planning on performance outcomes (Alosani, Yusoff, & Al-Dhaafri, 2019). Similarly, a study from Nigeria found that strategic planning enhances organizational performance, suggesting a universal benefit across different sectors and regions.

The empirical study on Nib Insurance in Ethiopia emphasized the importance of communication and employee participation in strategic planning, echoing the findings from Bishoftu that management participation has a strong influence on performance. Furthermore, a study from Medan, Indonesia, highlighted the significance of internal and external environmental analysis in achieving strategic goals, which parallels the strategic formulation and control practices observed in Bishoftu.

The findings from Bishoftu City Administration align with broader empirical evidence suggesting that strategic planning, particularly when involving comprehensive participation and financial management, significantly enhances organizational performance. However, the neutrality expressed by respondents towards strategic formulation and control suggests the need for more engaged and informed strategic planning processes to fully realize potential benefits.

Chapter five

5 Summary, Conclusion, and Recommendation

5.1 Conclusion

5.1.1 Summary

The general objective of the study is to determine the effects of strategic management on organizational performance. Specifically, it aims to investigate the contributions of strategic formulation, implementation, control and evaluation, management participation, and financial management practices to organizational performance. The study also seeks to identify challenges and propose recommendations for enhancing strategic planning and performance outcomes.

The findings highlight that the Bishoftu City Administration has commendable practices in place for fulfilling its tasks. Although the assessment of capacity-building remains inconclusive due to respondent neutrality, the administration effectively implements flexible systems and practices across various workplace areas. Continuous investment in employee training and skill development underscores a commitment to growth. Furthermore, the administration maintains strong stakeholder relationships through proactive networking and generosity, contributing to overall organizational success. Proper data-tracking and performance evaluation practices further enhance effectiveness.

Descriptive statistics indicate a prevailing neutral sentiment among respondents regarding strategic planning aspects such as organizational mission, vision statement development, feasibility assessment, and stakeholder needs identification. This neutrality extends to strategic formulation and clear goal identification, suggesting a need for further engagement and commitment in strategic planning processes. The strategic implementation approach involves setting clear goals, defining vision and mission statements, establishing long-term objectives, effective delegation, strong communication, and individual accountability. Collaboration with oversight bodies and adjusting strategies based on external trends also contribute to effectiveness.

Strategic control and evaluation activities include assessing strategy effectiveness, implementing contingency plans, evaluating external factors, and ongoing strategic evaluation. However, there is uncertainty about continually adjusting the strategy during implementation, which needs to be addressed for enhanced organizational performance and resilience.

Management participation is essential, with active involvement from managers across various departments contributing valuable insights to strategic planning. Lower-level managers play a central role in strategy development and decision-making, and empowered managers influence strategic decisions significantly. In financial management, the administration demonstrates a strong commitment to strategic planning and financial oversight. Establishing robust monitoring and control mechanisms ensures prudent resource management, with dedicated finance teams strengthening their approach to transparency and accountability.

5.1.2 Conclusion

The study concludes that approximately 52.3% of the variability in organizational performance can be explained by independent variables related to strategic planning. Management participation emerges as the foremost contributor to performance, followed by financial management. Strategic formulation and strategic control and evaluation also play significant roles, while strategic implementation does not show a statistically significant impact.

These findings suggest that while management participation and financial management significantly influence organizational performance, other areas, such as strategic implementation, may require further refinement. There is a need for enhanced engagement and commitment in strategic planning, particularly where neutrality is observed among respondents. Addressing uncertainties in strategic control and evaluation, such as continually adjusting strategies during implementation, can further enhance organizational resilience and performance.

By applying these recommendations, the Bishoftu City Administration can improve its strategic planning processes and overall organizational effectiveness, ensuring a proactive and adaptive approach to achieving its objectives.

5.2 Recommendation

Based on the findings of the study this recommendation is given:

Based on the study findings, the Bishoftu City Administration can implement several strategic recommendations to enhance its organizational effectiveness. First, a robust capacity-building assessment should be conducted, providing training and resources to enhance strategic planning capabilities and engagement among employees. Regular evaluations and feedback mechanisms will help monitor the effectiveness of these initiatives and allow for necessary adjustments. Strengthening stakeholder relationships through proactive networking, collaboration forums, and open communication channels can foster positive connections with key stakeholders, such as government entities and the local population.

To enhance data-driven performance evaluation, the administration should continue using an effective data-tracking format, regularly analyzing performance metrics, identifying trends, and making informed decisions. Benchmarking performance against industry standards or best practices will provide valuable insights for continuous improvement. Addressing uncertainty in strategic control and evaluation is crucial; clear guidelines and decision-making processes should be established to ensure adaptive strategic management. Regular evaluations will help assess the effectiveness of implemented strategies, review external factors, and adjust plans to enhance organizational performance and resilience.

Empowering managers, particularly lower-level managers, by involving them in strategic planning processes and providing them with the authority and tools necessary for decision-making is vital. This inclusion ensures that their insights are considered in the development of strategies. Financial management practices should emphasize transparency and accountability, leveraging dedicated finance teams to strengthen oversight within the strategic planning context. Regular assessments of financial health and alignment of financial strategies with overall organizational goals are necessary.

Organizations should invest in robust strategic formulation processes, setting clear goals, defining mission and vision statements, and ensuring cross-functional collaboration for well-informed decisions. While the study did not find a statistically significant impact on strategic implementation, effective execution remains essential. This involves well-communicated action plans, appropriate resource allocation, and consistent progress monitoring.

Management participation emerged as a significant contributor to organizational performance, highlighting the importance of actively involving managers at all levels. Empowering managers with decision-making authority and encouraging their engagement will support successful implementation. Finally, a holistic approach to strategic planning should be adopted, recognizing the interconnection between formulation, implementation, control, and financial management to ensure synergy and overall organizational effectiveness.

By applying these recommendations, the Bishoftu City Administration can significantly enhance its strategic planning processes and overall organizational effectiveness, ensuring a proactive and adaptive approach to achieving its objectives.

5.3 Implications for Future Research

- While this research focuses specifically on the Bishoftu City Administration, it is important to acknowledge that it does not encompass all City Administration offices. Future studies should consider assessing other City Administrations across various Ethiopian regions to gain a comprehensive understanding.
- In encouraging future research, it is recommended that additional independent variables be explored. These variables may have an impact on the dependent variable of organizational performance.
- This study centers on organizational performance as the dependent variable. However, future studies could investigate alternative dependent variables influenced by the independent variables related to strategic planning.

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Appendixes

Afan oromo, Amharic and English questioner

Afan oromo questioner

YUNIVARSITII FINFINNEE

KOLEEJII DALDALAA FI DIINAGDEE

KUTAALAA BULCHIINSA UMMATAA FI BULCHIINSA MISOOMAA

SAGANTAA DIGRII 2FFAA BULCHIINSA UMMATAA FI IMAAMMATA

GAAFFIILEE QORANNOO HOJJETTOOTAAF QOPHAA'E

Kabajamtoota Deebii kennitoota,

Maqaan koo Tasammaa Tuggee jedhama. Yeroo ammaa Yuunivarsiitii Finfinneetti barataa digirii lammaffaati. Gaaffiin kun mata duree qorannodhaaf daata bu'ura ta'an ittiin funaanuudhaf kan qophaa'e yoo ta'u, mata duree Qorannoo, Dhiibbaa Karoorri Tarsiimoo Raawwii Jaarmiyaa Irratti Qabu yoo ta'u, Dhimma Bulchiinsa Magaalaa

Bishooftuu irratti ragaalee jalqabaa walitti qabuuf kan qophaa'edha. Kaayyoon gaaffilee kanaa ulaagaa Sagantaa digirii 2^{ffaa} Bulchiinsa uumataa fiimaamataagar-tokkeen guutuudha. Daataan walitti qabamu kun kaayyoo barnootaaf waan ta'eef, iccitiin odeeffannoo isin kennitan guutummaatti mirkanaa'a. Kanaaf gaaffiiwwan dhiyaataniif deebii dhugaa akka nuuf kennitan kabajaan isiin gaafacha gumaacha nuuf gootaniif galatni keessan guddaa dha.!

Yeroo fi tumsa nuuf gootaniif hedduu galatoomaa.

QAJEELFAMA WALIIGALAA

- ✓ Maqaa kee barreessuun sirraa hin eegamu
- ✓ Tokkoon tokkoon bakka kenname irratti mallattoo —“ ✓ ” kaa'i
- ✓ Gaaffilee qorannoo hunda guutuuf yaalaa.

Iccitii eeguu

Qorannoon kunhayyama Yuunivarsiitii Fifinnee kaayyoo barnootaa qofaaf kan ooluu ta'u isaa isini mirkaneessuun barbaada. Namni biraa ykn qaamni biraa ragaa walitti qabamee kana beekus ta'e argachuu hin danda'u. Gabaasa gosa kamiyyuu kan ani maxxansuu danda'u keessatti odeeffannoo deebii kennaa kamiyyuu adda baasuuf dandeessisu hin dabaluu.

Kutaa I: gaaffilee odeeffannoo duubbee/seensaa/ wajjin walqabatan

1. Saala

dhiiraa

dubartii

2. Umurii

18-25

36-45

26-35

46-55

55 ol

3. Haala gaa'elaa

kan fuudhe kan hin fuune

kanhiike/te

4. Sadarkaa barnootaa

waraqaa ragaadi alqabaadooktora

diiploma

digrii 2^{ffaa}

5. Gitni ammaa irra jirtan maali?

Sadarkaa hoggansaatti ogeessa

Hojjetoota Teeknikaa

To'ataa

hojjetoota teeknika hin ta'iin

6. dhaabbaticha keessatti yeroo hammamii hojjetee jirta?

wagga 5nii gadi

wagga 10-15

wagaa 5-10

wagga 15 ol

Kutaa II: odeeffannoo addaa Kutaan kun dhiibbaa akkaataan hoggansa raawwii jaarmiyaa irratti qabu ilaalchisee gaaffilee addaa kaasuuf yaala. Maaloo lakkoofsa baay'ee sirrii ta'ee sitti dhaga'amu irratti mallattoo kaa'i, iskeelii 1 hanga 5tti fayyadamuun (bakka 1 = cimsee walii hin galle, 2 = walii hin galle, 3 = walaba 4 = walii galeera fi 5 = cimsee walii galeera)

No.	Jijiiramoota	cimsee walii hin galle	Walii hin galle	walaba	waliiga leera	Cimsee walii galeera
Boca /qophii/ karoora Tarsiimoo		1	2	3	4	5
1	Bulchiinsa Magaalaa Bishooftuu ergama jaarmiyaa fi gamagama Ibsa aangoo kutaa hojjiisaa nigamaaggama.					
2	Bulchiinsi magaalaa Bishooftuu mul'ataa, qabeenyi tarsiimoo fi kaayyoo isaa ni gamaaggama					
3	Bulchiinsa Magaalaa Bishooftuu misoomsuuf, ibsa mul'ataa qopheessuun, galmootaa fi kaayyoo tarsiimoo is ni gamagama.					
4	Bulchiinsa Magaalaa Bishooftuu fedhii fi yaaddoo qooda fudhattoota adda addaa (lammiilee, hoggantoota daldalaa, fi hojjetoota) addan ni baasa .					
5	Bulchiinsa Magaalaa Bishooftuu Yeroo tarsiimoo bocuu/wixinu qaamolee to'annoo waliin tumsuun ni hojjeta.					
Raawwii karoora Tarsiimoo						
1	Bulchiinsi Magaalaa Bishooftuu galmoota ifa ta'anii fi galma ga'uu danda'an adda ni baasa, galmoota mul'ataa fi ibsa ergamaa, akkasumas galmoota yeroo dheeraa of keessatti qabata.					
2	Bulchiinsi Magaalaa Bishooftuu gahee hojii fi itti gaafatamummaa dursee ni murteessa, Hojii bu'a qabeessa ta'ee bakka bu'aa kennuu fi Garee keessoo waliin Walqunnamtii ykn waligaltedhaan hojjechuu.					

3	Bulchiinsi Magaalaa Bishooftuu kaayyoo galmaan gahuu fi karoora hojiirra oolchuuf itti gaafatamummaa akka jiratu ni ramada .					
4	Bulchiinsa Magaalaa Bishooftuu Adeemsa raawwii tarsiimoo keessatti qaamolee to'annoo waliin ni tumsa.					
5	Bulchiinsi Magaalaa Bishooftuu xumura yaada keessa galchuun ni jalqaba, Qabeenya jiru adda ni baasa, Daangaa pirojektii ifa ta'e ni ibsa, fi Karoora pirojektii warra isaan ilaalatuuf ni Qooda.					
6	Bulchiinsi Magaalaa Bishooftuu adeemsa qophii fi raawwii tarsiimoo haalaa fi dhimmoota alaa waliin walsimuun sirreessa.					
To'annoo Tarsiimoo fi Jijjiirama						
1	Bulchiinsi Magaalaa Bishooftuu bu'a qabeessummaa tooftaa kenname tokko kaayyoo jaarmiyaa galmaan ga'uu fi yeroo barbaachisu hundatti tarkaanfii sirreeffamaa fudhachuu keessatti murteessadha.					
2	Bulchiinsi Magaalaa Bishooftuu tarsiimoo balaa tasaa bocuu fi garee bulchiinsa ni dhaaba ykn ni muuda					
3	Madaallii Bulchiinsa Magaalaa Bishooftuu balaa fi carraa alaa ni gamagama					
4	Bulchiinsi Magaalaa Bishooftuu adeemsa karoora tarsiimoo itti fufiinsaan madaaleera					
5	Bulchiinsi Magaalaa Bishooftuu tarsiimoo kana akkuma hojiirra oolaa jiruun itti fufiinsaan madaaluun tarsiimoo barbaachisummaa haaraa wajjin walsimsiisuuf tarkaanfiiwwan barbaachisoo ta'an fudhata.					
Hirmaannaa Hooggansaa						

1	Hoggantoonni biirichaa adeemsa karoora tarsiimoo irratti akka hirmaatan qacaramaniiru.					
2	Hoggantoonni sadarkaa gadii karoora tarsiimoo keenya qopheessuu keessatti giddugaleessaan hirmaataniiru.					
3	Kutaan koo adeemsa karoora tarsiimoo keessatti murtoo murteessuuf odeeffannoo hoggantoota irraa walitti qabnu fayyadameera.					
4	Hoggantoonni Karoora Tarsiimoo keessatti tarkaanfiiwwan barbaachisoo ta'an irratti dhiibbaa uumuuf aangoo, itti gaafatamummaa fi meeshaalee barbaachisan qabu.					
5	Hoggantoonni pirojektoota addaa qaama karoora tarsiimoo ta'an hojiirra oolchuuf itti gaafatamummaa qabu.					
6	Hooggansi karoora tarsiimoo irratti eenyu akka hirmaatu ni murteessa					
7	Hooggansi balance score card hojiira oolchu ykn fayyadamuu dhiisuu isaa ni murteessa					
8	Gareen hirmaannaa hoggansa kaayyoo fi galma dhaabbatichi magaala Bishooftu keessatti kaa'e galmaan ga'uuf mul'ata, ergamaf dursa kennuu isaanii dabalatee qajeelfama jaarmiyaa ni hubatu.					
Bulchiinsa Faayinaansii						
1	Bulchiinsi Magaalaa Bishooftuu karoora tarsiimoo fi bulchiinsa faayinaansii irratti hojiirra oolmaa fi kutannoo gaarii qaba.					

2	Bulchiinsa Magaalaa Bishooftuu hordoffii, fi to'annoo bulchiinsa faayinaansii karoorra tarsiimoo ni qaba					
3	Bulchiinsi Magaalaa Bishooftuu karoorra tarsiimoo ilaalchisee qabeenya maallaqaa dhaabbata ni eega, akkasumas gabaasa ni kenna.					
4	Bulchiinsi Magaalaa Bishooftuu herreegoota ykn garee faayinaansii karoorra tarsiimoo ilaalchisee faayinaansii isaanii bulchuuf itti gaafatamummaa qaban niqaba.					
Raawwii hojii jaarmiyaa						
1	Bulchiinsi Magaalaa Bishooftuu hojiiwwan Ajajame raawwachaa jira.					
2	Bulchiinsi magaalaa Bishooftuu humna namaa fi dandeettii meeshaa qabuun bulchiinsa keessatti deeggarsa akka ta'u taasiseera					
3	Bulchiinsi Magaalaa Bishooftuu sirna bakka hojii hundatti hojiirra oolchuun hojiiwwan bu'a qabeessa ta'an beeksisudhaan guutummaa dhaabbatichaa keessatti sirna jijjiiramaa hojiirra oolcha.					
4	Bulchiinsi Magaalaa Bishooftuu itti fufiinsaan leenjii fi dandeettii hojjattootaaf fooyyessuu irratti ni hojjeta.					
5	Bulchiinsi Magaalaa Bishooftuu haala naannoo isairraatti hundaa'u hordofee carraa bakka hojiitti argamuuf deebii gahaa ni kenna haala tajaajilichaa hubachuuf magaalattii qorachuudhaan, adeemsa jiru adda baasuudhaan, akkasumas haalawwan qorachuudhaan deebi gahaa ni kenna.					

6	Bulchiinsi Magaalaa Bishooftuu qooda fudhattoota hunda waliin walitti dhufeenya gaarii fi yeroo dheeraa kan eegu bal'inaan networking gochuun, hawaasaaf arjaa ta'uudhaan, carraa waliinii, bu'aa qabeessa ta'ee fi hunda fayyadamaa taasisu irratti ni hojjeta.				
7	Bulchiinsi Magaalaa Bishooftuu fayyadamtoonni maal akka barbaadan baruu, gatii isaanii hubachuu, walitti dhufeenya gaarii isaan waliin ijaaruun, kallattiin isaan waliin qunnamtii qabaachuu, isaan hirmaachisuu, deebii isaaniif kennuu, fi gatii maamiltootaa itti fufiinsaan guddisuu irratti xiyyeeffachuudhaan uumuu gatii maamiltootaa guddisuuf itti fufiinsaan tattaaffii ni godha.				
8	Bulchiinsa Magaalaa Bishooftuu keessatti raawwii jaarmiyaa galmeessisuuf foormaati sirrii hordoffii daataa ni fayyadama.				

Gaaffilee guutuu keessaniif galatoomaa!

= በጥብቅ የሚያስመዘገቡት፣ 2 = የሚያስመዘገቡት፣ 3 = ገለልተኛ፣ 4 = መካከለኛ፣ እና 5 = በጥብቅ መካከለኛ፣ በመጠቀም የሚያስመዘገቡት

አይ.ኤስ.	መለያ ቁጥሮች	በጥብቅ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጥብቅ እስማማለሁ
		1	2	3	4	5
ስትራቴጂክ ትንተና						
1	የቢሮ ፍቅር ከተማ አስተዳደር ድርጅታዊ ተልእኮ ግምገማ እና የመሥሪያ ቤቅ ስራዎች ይገመገማል					
2	የቢሮ ፍቅር ከተማ አስተዳደር የራዕይ መግለጫ የስትራቴጂክ ግብዓቶችና ዓላማዎች ይገመገማል					
3	የቢሮ ፍቅር ከተማ አስተዳደር የቀረቡ ተግባር እቅዶችን ስትራቴጂዎችና ዕድገት አፈጻጸም አዋጭ ትግምገማ ማድከር ወናል					
4	የቢሮ ፍቅር ከተማ አስተዳደር የተለያዩ ባለድርሻ አካላትን (ዜጎችን፣ የንግድ መሥሪያዎችን እና ሰራተኞችን) ፍላጎትን ስጋቶችን ይለያል።					
5	የቢሮ ፍቅር ከተማ አስተዳደር በስትራቴጂክ ቀረጻ ወቅት ከክትትል አካላት ጋር ተባብሮ ይሰራል					
ስትራቴጂክ አገልግሎት						
		በጥብቅ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጥብቅ እስማማለሁ
		1	2	3	4	5
1	የቢሮ ፍቅር ከተማ አስተዳደር ግልጽ እና ሊደረስ ባቸው መቻሉ ለግብዓት ይለያል፣ ግብጭቶች ይገኛሉ እና የተልዕኮ መግለጫዎች					

	እና የረጅም ህግቦችን ያጠቃልላል።					
2	የቢሾ ፍቱክተሚክስ ተዳደር ለምሳሌ ለገንዘብ እና ለሌሎች ጉዳዮች ጋር ይወስናል፤ ስራውን በብቃት ወክልና ማስጠንቀቂያ ከቡድን ጋር መግባባት ይከወናል					
3	የቢሾ ፍቱክተሚክስ ተዳደር ግቦች ላይ ለመድረስ ሰዎችን ጋር ለመተግበር ተጠያቂነትን ያሰፍናል።					
4	የቢሾ ፍቱክተሚክስ ተዳደር በስትራቴጂው አፈጻጸም ደቅ ወቅት ከኃላፊ አካላት ጋር ይተባበራል።					
5	የቢሾ ፍቱክተሚክስ ተዳደር ከሚገኝ ሽያጭ ጋር ይጀምራል፤ ያሉትን ግብዓቶች ይለያያል፤ የፕሮጀክት ወሰን ግልጽ ያደርጋል፤ የፕሮጀክት እቅድን ለመግለጽ ከታች ወክላት ጋር ይገናኛል።					
6	የቢሾ ፍቱክተሚክስ ተዳደር ከወጪዎች ጋር ጋር በመስረት የስትራቴጂ መቻላትና የአፈጻጸም ደቅ ወቅትን ስተካክላል።					
	ስትራቴጂክ ቁጥጥርና ዝግመተ ለውጥ	በጥብቅ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጥብቅ እስማማለሁ
		1	2	3	4	5
1	የቢሾ ፍቱክተሚክስ ተዳደር የተሰጠውን ስትራቴጂ ወጥታማነትን ማወቅና ወደ ረጅም ጊዜ ለመቆየት ከግብረ ሰው ማድረስ እና አስፈላጊ ስራዎችን በትኩረት ለማድረግ ለመዘጋጀት ለመዘጋጀት ይረዳል።					
2	የቢሾ ፍቱክተሚክስ ተዳደር የአደጋ ህዝብ ስልቶችን እና የቀድሞ ወስክ ስተካክሎችን ያደርጋል					
3	የቢሾ ፍቱክተሚክስ ተዳደር የወጪ ጋቶችን እና ድሎችን ይመለከታል					

	ግጭል					
4	የቢሾፍቴክተሚክስተዳደርየስትራቴጂክእቅድአፈፃፀምንቀጣይነትባለውሚክኩግምግጭል					
5	የቢሾፍቴክተሚክስተዳደርስትራቴጂወእየተተገበረባለበትወቅትበቀጣይነትይገመግጫእናስትራቴጂውንከአዳዲስሚግጫፈርቶችጋርለመገተካከልአስፈላጊውንእርምጃይወስዳል።					
	የአስተዳደርተሳትፎ	በጥብቅ አልስማማም	አልስማማም	ገለልተኛ	እስማማለሁ	በጥብቅ እስማማለሁ
		1	2	3	4	5
1	በስትራቴጂክዕቅድሂደትወስጥለመገተካከሚግጫየውሥራአስኪያጆችተሚክምገለጻል።					
2	በስትራቴጂክእቅድልማትላይዎቻችኛወደረጃአስተዳዳሪዎችበሚከለዊነትተሳትፈዋል					
3	የእኔሚግጫየበስትራቴጂክእቅድሂደትወስጥወሳኔዎችንለማድረግከአስተዳዳሪዎችየሰበሰብነውንሚገጃተጠቅሞበታል።					
4	አስተዳዳሪዎችበስትራቴጂክፕላንንግወስጥተያያዥእርምጃዎችንለማስረፍአስፈላጊየሆኑስልጣን፣ኃላፊነትእናሚግጫዎችአሏቸው።					
5	ሥራአስኪያጆችየስትራቴጂክእቅድአካልየሆኑየተወሰኑእርምጃዎችንናፕሮጀክቶችንየመተግበርኃላፊነትአለባቸው።					
6	አስተዳደርበስትራቴጂክእቅድማን እንደሚገተካይወስናል					

English questioner

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT
MASTER PROGRAM IN PUBLIC MANAGEMENT AND POLICY**

SURVEY QUESTIONNAIRE DESIGNED FOR EMPLOYEES

Dear Respondents,

My name is Tesema Tuge. Currently am a postgraduate student at Addis Ababa University. This questionnaire is designed to gather primary data on the Research title, The Effects of Strategic management on Organizational Performance: the Case of Bishoftu City Administration. The objective of this questionnaire is for partial fulfillment of the requirement for the Master's Program In Public Management And Policy. Since the data collected is for academic purposes, the confidentiality of the information you provide is fully guaranteed. Therefore, I would appreciate your genuine response to the questions.

Thank you very much for your time and cooperation.

GENERAL INSTRUCTIONS

- You are not required to write your name.
- Put a tick mark —√” in the space provided in front of each item.
- Please try to fill in all the items.

Confidentiality

I want to assure you that this research is only for academic purposes authorized by Addis Ababa, University. In this regard, no other person shall access the data collected. In any sort of report

that I might publish, I will not include any information that will make it possible to identify any respondent.

Part i: questions related to background information

1. Gender

male

female

2. Age

18-25

36-45

26-35

46-55

Above 55

3. Marital status

married

single

orce

4. Level of education

certificate

first-degree

doctorate

diploma

masters

5. What is your current position?

Managerial level

Line Staff

Technical Staff

Supervisor

(Non-Technical) staff

6. how long have you been working in the company?

less than 5 years

10-15 years

5-10 years

over 15 years

Part ii: specific information This part attempts to specific questions regarding the effect of leadership style on organizational performance. Please tick the number that you feel most appropriate, using the scale from 1 to 5 (where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree)

N o .	Variables	Strongly diss agree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
	Strategic Formulation					
1	Bishoftu City Administration review of organizational mission and Clarification of departmental mandates					
2	Bishoftu City administration development of vision statement and development of strategic goals and objectives					
3	Bishoftu City Administration has done feasibility assessment of proposed strategies and development of action plans					
4	Bishoftu City Administration identifies of needs and concerns of various stakeholders (citizens, business leaders, and employees)					
5	Bishoftu City Administration Collaborate with oversight bodies during strategy formulation					
	Strategic Implementation	Strongly diss agree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Bishoftu City Administration identifies clear and attainable goals, the goals include the vision and mission statements, and long-term goals.					
2	Bishoftu City Administration determines roles and					

	responsibilities early on, Delegates work effectively and Communicate with the team.					
3	Bishoftu City Administration assigns accountability for achieving goals and implementing plans.					
4	Bishoftu City Administration Collaborate with oversight bodies during the strategy implementation process.					
5	Bishoftu City Administration starts with the end in mind, identifies available resources, Defines a clear project scope, and Sharesthe project plan with the concerned bodies.					
6	Bishoftu City Administration adjusts strategy development and implementation processes in line with outside trends and issues.					
Strategic Control & Evaluation		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Bishoftu City Administration determines the effectiveness of a given strategy in achieving the organizational objectives and taking corrective actions whenever required.					
2	Bishoftu City Administration formulated contingency strategies and a crisis management team					
3	Bishoftu City Administration evaluation of external threats and opportunities					
4	Bishoftu City Administration has continuous evaluation					

	of the strategic planning process					
5	Bishoftu City Administration continually evaluates the strategy as it is being implemented and takes the necessary steps to adjust the strategy to the new requirements					
	Management Participation	Strongly diss agree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Managers from the department were recruited to participate in the strategic planning process					
2	Lower-level managers were centrally involved in the development of our strategic plan					
3	My department utilized the information we gathered from managers to make decisions during the strategic planning process					
4	Managers have the authority, responsibility, and tools necessary to impact relevant measures in Strategic Planning.					
5	Managers are responsible for implementing specific initiatives and projects that are part of the strategic plan.					
6	The management decides who is going to participate in the strategic planning					
7	The management is going to decide whether the Balanced Scorecard is going to be used or not.					

8	Leadership participation teams realize organizational guidelines, including their vision, mission, and priorities in achieving the goals and objectives set by the organization in the City of Bishoftu.					
	Financial Management	Strongly diss agree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Bishoftu City Administration has optimal application and commitment to strategic planning and financial management					
2	Bishoftu City Administration has a mechanism for monitoring, and controlling financial management concerning strategic planning					
3	Bishoftu City Administration protects, and reports on a company's financial resources concerning strategic planning					
4	Bishoftu City Administration has accountants or finance teams responsible for managing their finances concerning strategic planning					
	Organizational performance	Strongly diss agree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	Bishoftu City Administration is carrying out its Mandated tasks					

2	Bishoftu City Administration has capacitated itself in human and material resources to be comitative in the administration					
3	Bishoftu City Administration implements flexible systems throughout the organization by introducing effective systems everywhere in the workplace					
4	Bishoftu City Administration continuously invests in training and upgrading skills for employees.					
5	Bishoftu City Administration monitors the environment consequently and responds adequately to shifts and opportunities in the workplace, by surveying the city to understand the context of the service, identifying trends, and exploring scenarios					
6	Bishoftu City Administration maintains good and long-term relationships with all stakeholders by networking broadly, being generous to society, and creating mutual, beneficial opportunities and win-win relationships					
7	Bishoftu City Administration continuously strives to enhance customer value creation by learning what users want, understanding their values, building excellent relationships with them, having direct contact with them, engaging them, being responsive to them, and focusing on continuously enhancing customer value					
8	There is a proper data-tracking format to record organizational performance in Bishoftu City Administration					

Thank you for completing the questionnaires!